

Inspired by
You



Annual Report
2015-16



**ST VINCENT'S
HEALTH AUSTRALIA**

UNDER THE STEWARDSHIP OF MARY AIKENHEAD MINISTRIES

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ACKNOWLEDGEMENT

St Vincent's Health Australia wishes to acknowledge that we are on Aboriginal land. We pay our respects to all traditional custodians.

Cover Image: [left] Genia Miskowycz, Enrolled Nurse, Palliative Care and Dr Korana Kindl, Palliative Medicine Specialist, Palliative Care from St Vincent's Private Hospital Brisbane.

Supervising the Wards, 1978. This archival image is reprinted with courtesy of St Vincent's Campus Archives.

OUR MISSION

As a Catholic health care service we bring God's love to those in need through the healing ministry of Jesus. We are especially committed to people who are poor or vulnerable.

Over 175 years ago five Sisters of Charity endured a hazardous four-month journey across thousands of miles of ocean to venture to an unknown land called Australia.

They were compelled by the original vision of their founder, Mary Aikenhead – to care for the poor and vulnerable.

This sense of serving, of purpose, of mission has continued undiluted across the decades. The love of Christ urges us to continue striving to meet these needs.

That is both our heritage and our legacy – where we have come from and where we are committed to continue heading.

It is what urges us on, calls us to continually exceed our own expectations, to be better than we thought we ever could be.

That's why we call it a mission.

And mission is everything we do: from cleaning rooms to delivering cutting edge research, from highly complex surgical procedures to a meaningful conversation with a resident over a cuppa.

St Vincent's Health Australia continues to build on the charism and traditions of the Sisters of Charity by delivering health and aged care services under the stewardship of Mary Aikenhead Ministries.

OUR CREED

We believe in the dignity of all people because each one is created in God's image. We are committed to justice and compassionate care for all.

OUR VISION

We lead through research driven, excellent and compassionate health and aged care.

OUR VALUES

*Compassion
Justice
Integrity
Excellence*

OUR MISSION IN ACTION

with compassion and integrity

End-of-life care has been a core part of St Vincent's Health Australia's work since we began.

Our Sacred Heart Health Service in Sydney is Australia's oldest palliative care service, having been established by the Sisters of Charity in 1890 as a dedicated hospice for the terminally ill.

Caritas Christi Hospice in Melbourne was the first inpatient palliative care facility in Victoria, founded by the Sisters in 1938.

In Queensland, St Vincent's Private Hospital Brisbane operates the state's largest palliative care inpatient unit; and in our aged care services, our staff work hard to ensure our residents are able to choose from a range of care options as they approach end-of-life and that family and significant others are involved in those discussions.

Unfortunately, Australia's palliative care system is not resourced sufficiently to provide all Australians with the benefits of specialised end-of-life care.

For example, the majority of people with a terminal illness want to be cared for in their own homes for as long as possible; however, inadequate resourcing often means this does not happen, with only about 15 percent of Australians able to do so.

Coupled with a widespread lack of understanding and awareness about palliative care – including among health professionals – we believe it's an area requiring serious attention and reform by governments and health authorities.

St Vincent's Health Australia will continue to advocate on this issue, including for better access to end-of-life care, whether at home or in an acute setting.

Well-managed and well-resourced palliative care is the key to Australians of all ages and backgrounds achieving a dignified and peaceful death.



Jim and Patricia (centre front) and their family.

"Oh Danny boy, the pipes, the pipes are calling..." 11 siblings voices can be heard singing in unison, on a recorded track being played at a party for their father. Surrounded by family and friends, it was the first time Jim McKenna heard the recording but the guests at his party would hear it again less than a week later at his funeral. The song was recorded as a surprise for 67-year-old Jim, a beloved father of 11 and grandfather of 27 who in June 2015 was diagnosed with pancreatic cancer and passed in August of the same year.

A lot of people would think that is not enough time, but Jim's wife of 46 years, Patricia, believes she and her family were blessed to have the opportunity to say goodbye.

"I had no reason to think about palliative care before. I don't even know if I had heard the word before to be honest. Until it comes close to home you just don't talk or think about it. Now that I understand what palliative care is, I understand that it is a wonderful thing," Patricia said.

"The palliative care support we received from the St Vincent's Private Hospital Brisbane Palliative Care Service enabled me to be with the children at home and all I needed to do was love my husband," Patricia said.

"I didn't have to think of visiting times, getting to the hospital and all those different things – we didn't have to worry. We were supported at home."

Jim's daughter Elizabeth says the family always felt supported and her dad had an opportunity to "really live" in his last weeks.

"He wasn't alone, his family were always around and could just ring Amanda dad's nurse from St Vincent's, or call the 24-hour support service. It was good to know that we weren't alone either, that we could just call for help. Dad was so lucky, he was able to really live well at home right up until he passed away."

a message from the Trustee, Chairman and Group CEO



enVision2025 Strategy

Our strategy of *servicing, seeing and striving for something greater* is well embedded into our work at St Vincent's.

Servicing something greater

Our Mission is at the heart of everything we do. We seek to bring God's love to those in need through the healing ministry of Jesus and recognise that every piece of our work contributes towards this goal. Every patient we serve, every new facility we develop, every piece of research drives us to extend this Mission.

Seeing something greater

There has been significant work carried out on new developments.

We completed construction of our new private hospital in Griffith, NSW (opened October 2016) and work is progressing well on construction of our new facilities in Werribee, Victoria and the redevelopment of St Vincent's Private Hospital Sydney.

At the same time the expansion of our aged care activities includes our fabulous new 106-bed facility near Sydney's Bronte Beach offering future residents outstanding lifestyle services, support and clinical care (opening November 2016). New builds are underway in Maroochydore, Queensland and Werribee, Victoria. We acquired four aged care facilities and completed extensions to three existing facilities. This will see our aged care capacity double in the next year.

At St Vincent's Public Hospital Melbourne, we are constructing a Bio Fabrication Centre as part of the Aikenhead Centre for Medical Discovery.

Striving for something greater

We continue to break new ground in medical research and treatment that improves health outcomes for Australians.

Holy Spirit Northside Private Hospital carried out the first robotic hip transplant in the Southern Hemisphere using technology that allows surgeons to perform more accurate hip and knee replacements delivering a far better outcome for patients.

Researchers at the Aikenhead Centre for Medical Discovery in Melbourne have developed a robotic arm that could return full movement and the sense of touch to amputees.

So much research is carried out across the group that in the next year we will produce a group-wide report on our research efforts.

We have also recognised that to build an organisational culture of the future we need to invest in significant development opportunities for our team. This has led to the development of a set of programs to help our people grow.

- Inspired to Serve:** Deliver a consistent approach to embedding our Mission to ensure the long-term sustainability of SVHA as a leading Catholic health and aged care provider.
- Inspired to Lead:** Drive a significant uplift in our capability to develop our leaders and help all our staff acquire the skills they need as they move through their career.
- Inspired to Shine:** Develop a culture where the organisation ensures we care for employee safety and wellbeing as much as patient safety.
- Inspired to Care:** Build skills to enable our people to care for the person behind the patient.

Further detail is outlined in the enVision2025 section on pages 28 and 29 of this report.

Off-protocol chemotherapy dosing

During the year, the NSW Cancer Institute released a report into the treatment practices of one of our clinicians at St Vincent's Hospital Sydney. The clinician prescribed off-protocol chemotherapy doses to more than 100 patients over a number of years.

This off-protocol prescription of chemotherapy to a group of head and neck cancer patients at the hospital has been extremely distressing and confronting for our patients and families and for many of our staff. We are deeply and sincerely sorry for this.

We have acknowledged where we went wrong and have harnessed the resources of the St Vincent's organisation to review our systems and processes to ensure it does not happen again. This issue is also covered on page 46 of this report.

Financial sustainability

In 2016, SVHA group and partners generated revenue of \$2.2 billion. As a not-for-profit, SVHA strives to make a surplus that allows us to plan for the extension of the Mission to meet the health care needs of the Australian community, to advocate for the poor and vulnerable, to replace assets and to reinvest in growing our healing ministry including expanding our private hospital and aged care services.

Alcohol advocacy

During the year, SVHA launched a comprehensive and evidence-based report highlighting the impact alcohol misuse has on our community and making recommendations for sweeping changes to alcohol policies and regulations. Alcohol harm is a dire health issue in Australia and continues to be one of our key advocacy platforms. For this reason, we have taken the step of including a copy of our *Restoring the Balance, SVHA's Alcohol-Related Harm and Violence Policy* as part of this report.

Health policy and funding

The 2015-16 year brought more policy changes to health funding – particularly from the Federal Government. We have advocated with governments for fair and sustainable health reform that protects low income and vulnerable Australians and the not-for-profit health sector.

As a provider of private health care, we face significant challenges in a tough market where the health dollar is stretched and consumer expectations are increasing. We recognise the need to work together with health insurers and continuously strive to deliver more and better person-centred care at a reasonable cost.

Looking ahead

We would like to acknowledge and thank our 18,000+ employees and 1,300 volunteers for the care and service they give to our patients and residents every day.

Through enVision2025 we will continue working together in:

- '**Servicing something greater**' – remaining focused on our Mission to the poor and vulnerable.
- '**Seeing something greater**' – growing our presence and capabilities to deliver on our Mission.
- '**Striving for something greater**' – continually pursuing excellence and settling for nothing less than the best we can possibly be.

You will find more details in this report about SVHA activities and performance as well as details covering:

- our financial performance
- our patient quality and safety performance
- our work place health and safety performance
- our investments in Mission based services, and
- our Reconciliation Action Plan performance.

We trust St Vincent's Health Australia's 2015-16 Annual Report reveals the journey we are on and provides insight into the many ways our people are 'Inspired by You'.

Toby Hall
Group Chief Executive Officer
St Vincent's Health Australia

Paul Robertson AM
Chairman
St Vincent's Health Australia

David Robinson
Chairperson
Trustees of Mary Aikenhead Ministries

who we are

St Vincent's Health Australia is a clinical, research and education leader working in private hospitals, public hospitals and aged care services in New South Wales, Victoria and Queensland.

18,419

REMARKABLE PEOPLE

111,195

Theatre procedures

280,235

Inpatients

OUR SERVICES

6	Public hospitals
9	Private hospitals
16	Aged care facilities
3	Co-located research institutes
1	Co-located partner facility
2,676	Hospital beds
1,093	Residential aged care beds
1,300	Generous volunteers

OUR FACILITIES

Our public hospitals

New South Wales

- Sacred Heart Health Service
- St Joseph's Hospital
- St Vincent's Hospital Sydney

Victoria

- Caritas Christi Hospice
- St George's Health Service
- St Vincent's Hospital Melbourne

Our public aged care services

Victoria

- St George's Health Service comprising:
 - » Auburn House
 - » Cambridge House
 - » Riverside House
- Prague House (a publicly funded aged care service run by St Vincent's Hospital Melbourne)

Our private hospitals

New South Wales

- Mater Hospital, North Sydney
- St Vincent's Private Hospital, Sydney
- St Vincent's Private Community Hospital, Griffith
- St Vincent's Clinic (co-located partner facility)

Queensland

- Holy Spirit Northside Private Hospital (joint venture with the Holy Spirit Missionary Sisters)
- St Vincent's Private Hospital, Brisbane
- St Vincent's Private Hospital, Toowoomba

Victoria

- St Vincent's Private Hospital, East Melbourne
- St Vincent's Private Hospital, Fitzroy
- St Vincent's Private Hospital, Kew

Our aged care services

Queensland

- St Vincent's Care Services Bardon
- St Vincent's Care Services Enoggera
- St Vincent's Care Services Gympie
- St Vincent's Care Services Kangaroo Point
- St Vincent's Care Services Mitchelton
- St Vincent's Care Services Southport
- St Vincent's Care Services Toowoomba
- St Vincent's Care Services Maroochydore

New South Wales

- St Vincent's Care Services Auburn
- St Vincent's Care Services Bronte
- St Vincent's Care Services Edgecliff
- Stella Maris Aged Care (managed by the Sisters of Mercy Parramatta)

Victoria

- St Vincent's Care Services Eltham
- St Vincent's Care Services Werribee

Our co-located research institutes

- Victor Chang Cardiac Research Institute
- Garvan Institute of Medical Research
- St Vincent's Institute of Medical Research (including the O'Brien Institute)

Our joint venture

- The Kinghorn Cancer Centre (a Joint Venture with Garvan Institute and St Vincent's Hospital Sydney)

EXEMPLARY

hospital

St Vincent's Private Hospital Sydney was awarded Magnet Recognition status, the only hospital in the Southern Hemisphere to achieve this status. Magnet is awarded to hospitals that exhibit exemplary patient outcomes, nurses that have a high level of job satisfaction and a low turnover rate.

FANTASTIC

fundraising

St Vincent's Curran Foundation raised more than \$27.5 million for St Vincent's hospitals and facilities in New South Wales – a 64% increase from the previous financial year.

path to EXCELLENCE

Mater Hospital North Sydney continued its path to excellence in partnership with Studer Group, achieving nursing satisfaction results in Press Ganey at the 99th percentile.

MIRACLE

arm

Researchers at St Vincent's Hospital-based Aikenhead Centre for Medical Discovery in Melbourne developed a robotic arm that could return full movement and the sense of touch to amputees.

Virtual heart

Using a virtual heart, researchers at the Victor Chang Institute have also developed a more reliable way of predicting sudden cardiac death, which kills 25,000 Australians each year.

Heart health

St Vincent's Hospital Sydney launched a new Heart Health website that provides patients with expert comprehensive advice and resources through all stages of heart disease including animated videos on tests, procedures and surgeries.

svhearthealth.com.au

New RAP

SVHA launched its new Reconciliation Action Plan (RAP) marking the next significant step in our journey of reconciliation.

Refuge support

Mater Hospital North Sydney became a major financial supporter of Mary's House – a new domestic violence refuge in North Sydney.

125th Anniversary

We celebrated the 125th anniversary of Sacred Heart. After seeing the need for dignified end-of-life care in the community, the Sisters of Charity of Australia founded Sacred Heart Hospice – Australia's first hospice.

White Ribbon

SVHA started the journey towards accreditation as a White Ribbon Workplace with the introduction of a new group-wide Family and Domestic Violence Workforce Support Policy.

Refugee health

St Vincent's Private Hospital Brisbane has embarked on two new joint initiatives with Mater that focus on the health and wellbeing of Australia's refugee population – a new Inaugural Refugee Health Fellow position and Refugee Health Advisory Group.

our highlights

2015-16

SENIOR AUSTRALIAN

of the Year

Director of St Vincent's Hospital Sydney Emergency Department, Professor Gordian Fulde was announced Senior Australian of the Year for his contribution to emergency medicine and reducing alcohol harms.

ROBOTIC

technology

Prime Minister Malcolm Turnbull launched world-first robotic technology at Holy Spirit Northside Private Hospital that allows surgeons to perform more accurate hip and knee replacements delivering a better outcome for patients.

ALCOHOL

advocacy

SVHA launched a comprehensive and evidence-based report highlighting the impact alcohol misuse has on our community and making recommendations for sweeping changes to alcohol policies and regulations.

WHO AWARD

Prof Alex Thompson

An Australian team led by Professor Alex Thompson, Director of Gastroenterology, St Vincent's Hospital Melbourne received a World Health Organisation (WHO) Innovative Hepatitis Testing Award for Hepatitis C virus testing across 13 prisons in Victoria.

VICTORIAN

Healthcare Awards

Four teams from St Vincent's Hospital Melbourne were highly commended in the 2015 Victorian Public Healthcare Awards for leadership and excellence in the provision of publicly-funded health care for the Victorian community. Just two other health services in the state received four or more commendations.

SVCS Connect

St Vincent's Care Services launched its new national contact centre, SVCS Connect – a one-stop shop for enquiries and admissions administration for residential aged care, community care and independent living.

RAC'S MOU

SVHA and the Royal Australasian College of Surgeons (RACS) signed a Memorandum of Understanding to deal more effectively with reports of discrimination, bullying and sexual harassment in the surgical workplace and improve patient safety – the first MoU RACS has established with a national health care network.

200th pain management program

St Vincent's Private Hospital Brisbane has improved access to pain management programs for young people and celebrated over 200 programs that have offered hope to people living with chronic pain.

introducing the new
St Vincent's brand

Inspired by You

OUR STRATEGY

Our renewed focus on care at St Vincent's and our commitment to the enVision2025 strategy provided us the opportunity to develop an overarching brand for the whole organisation.

"I'm inspired everyday by those I meet throughout the organisation and by the stories of staff going the extra mile for one another and our patients. I'm inspired by the team at St Vincent's Public Hospital Melbourne who recently prepared a surprise romantic dinner for one of our patients and his wife. Cameron is fighting an aggressive brain cancer and wanted to do something particularly special for his wife Nikki who has supported him unconditionally these last couple of years. He and his friends enlisted the help of the nurses on the sixth floor, who arranged decorations and even asked Nikki's mum to smuggle some dressy clothes in for her. One of our chefs prepared Antipasto, Coq au Vin and lemon meringue pie for them both and created a special memory that brought joy in the midst of sadness."

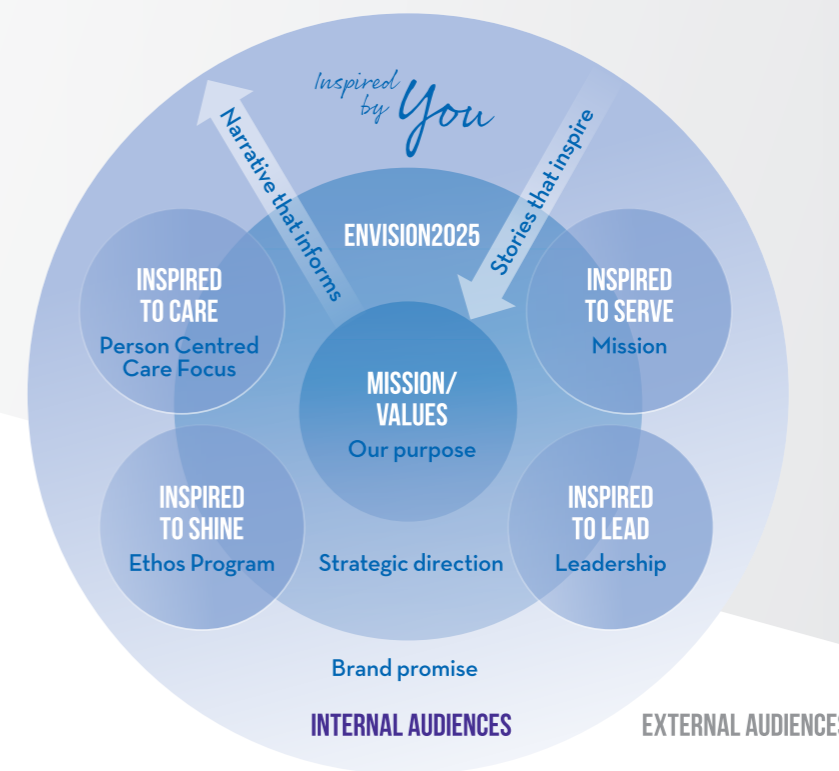
Toby Hall
Group Chief Executive Officer
St Vincent's Health Australia

'Caritas Christi Urget Nos' means 'The Love of Christ Inspires Us'. This is the motto of the Sisters of Charity who founded our health ministry in 1875. This has formed the foundation and the heart of our new brand 'Inspired by You' – representing the care distinctive inspired by the Mission, Vision, Values and Creed of St Vincent's.

The 'Inspired by You' brand is informed by and continues to reinforce our enVision2025 Strategy – *Serving, Seeing and Striving for Something Greater* by ensuring we are effectively communicating to our people, partners and patients/residents with one voice.

In late 2015, St Vincent's commissioned market research to inform development of a consistent overall brand for the organisation. During this process, we spoke with over 100 patients, residents and employees at private, public and aged care service divisions, across 12 sites and in three states.

At the heart of St Vincent's brand is the unique care distinctive inspired by the mission and heritage of St Vincent's. It is this same inspiration that drives us all today in everything we do – from serving meals and cleaning rooms to pioneering cutting edge research and leading the highest standards in surgical procedures. This underpinning inspiration sits at the foundation of the brand. It is then expressed as a brand promise both externally and internally.



Brand foundation

'Inspiration'
(Latin root: *inspiritus* – breathing life into...)

Mission base

'The love of Christ inspires us'

Brand promise

'Inspired by You' is how we express our brand foundation as our brand promise.

External communication

'Inspired by You' is the external expression of St Vincent's brand promise. This is used in external marketing and communications as St Vincent's expression of the brand foundation – 'inspiration'.

Internal communication

St Vincent's people (organisational development) initiatives will enable this brand promise to become a lived reality. Therefore, internal communications for these initiatives will use the framework of 'Inspired to...' to communicate:

- Person-centred care initiative: 'Inspired to Care'
- Mission initiatives: 'Inspired to Serve'
- Leadership initiatives: 'Inspired to Lead'
- Ethos Program: 'Inspired to Shine'

Brand rationale

Our brand is a commitment, a promise we make to ourselves, and each other.

A promise about the standards we uphold in how we do business and how we relate to each other.

It presents the 'Why' behind the 'What' – the purpose behind everything we do.

This purpose is drawn from our Values, our Mission to care for the poor and vulnerable and our Creed that upholds the dignity of each and every person. And all these elements find their foundation in the scripture 'the love of Christ Inspires Us'.

Equipping the organisation to tell the brand story

The launch of the new brand has been accompanied by new SVHA Style Guidelines to consistently represent our visual identity across all our communications. This is accompanied by design resources for staff and partners including a comprehensive set of visual identity tools (e.g. logos, typefaces, templates).

Inspired to
Care

Inspired to
Serve

Inspired to
Lead

Inspired to
Shine

Inspired
by
You

Public Hospitals *Division*

“ St Vincent’s is renowned for our ‘person-centred care’. Our staff are committed to the dignity of the person, and demonstrate a special connection with the people we care for and serve. In caring for those who are poor, sick and vulnerable, we are serving something greater, and bringing our Mission to life. Our people are central to our success, and through our enVision2025 strategy, we are continuing to develop and care for them, while growing our services to bring our Mission to more people in need. ”

A/Professor Patricia O’Rourke
Chief Executive Officer
St Vincent’s Public Hospitals Division

overview

SVHA has six public hospitals in Victoria and New South Wales. In each of these facilities, we deliver compassionate, professional care with a particular focus on the poor and vulnerable. Part of our Mission is realised through a strong commitment to medical research, as we strive for new solutions to distressing medical conditions. We have an active and world-recognised research community, a majority of whom are practicing health professionals. Our caring staff are dedicated to meeting community needs.

Major funding agreements

A \$5 million grant from NSW Health Minister Jillian Skinner in 2015 to initiate master-planning for the St Vincent's Integrated Healthcare Campus Darlinghurst in Sydney, is playing a major role in helping the campus pursue many of its long-term enVision2025 strategic objectives including:

- The creation of an Integrated Care Centre
- Establishing Australia's first Heart Lung Vascular Institute
- Strengthening services for vulnerable populations in inner Sydney
- Expanding translational research & education
- Increasing service capabilities within the campus

For St Vincent's Hospital Melbourne, the year culminated in the signing of a 20-year Health Services Agreement with the Victorian Government to continue our long history of caring for the people of Victoria. The hospital's previous Health Services Agreement paved the way for a new acute hospital, the 11-storey building which sits proudly on our Fitzroy campus with patient-centred care built into the floorplans, creating an environment that put the patient first and restored humanity and warmth to the medical setting. Our new vision for the future will include building the first Australian biomedical engineering research precinct on the Fitzroy campus to not only care for people with illness but to help revolutionise how we approach medical solutions as a country.

Investing in growth

We continue to invest in existing facility growth. New sub-acute and aged-care facilities will include a 90-bed public aged care residential facility to be built at St George's Hospital in Kew, Melbourne. The \$55 million facility will be designed to deliver best practice person-centred care and include aged persons' mental health beds.

Plans are progressing for a new aged care facility at the Caritas Christi site in Kew.

We opened a new service for mental health in North Fitzroy, Melbourne. A joint service of St Vincent's Hospital Melbourne and MI Fellowship, the 10-bedroom facility provides short-term residential support for people with a mental illness. The service can help prevent people from requiring a hospital admission or offer some additional support for people discharged from hospital.

The Duchess of York, Sarah Ferguson officially opened Stanford House at St Vincent's Hospital Sydney, a new supported accommodation service for people living with HIV who have complex health care needs. The home also offers outreach services for clients and past residents, previously based at Stanmore, Sydney.

Patient services

St Vincent's Health Network Sydney and NSW Health have negotiated a new 2016-17 Service Agreement with very positive terms that will help support new services as well as ensure existing activity is supported effectively. The Agreement will fund new areas of endeavour including clinical genomics and renal transplantation as well as provide new funding to further support existing key St Vincent's Centres of Excellence including the Heart Lung Transplant Unit's pioneering work in mechanical assist devices and the Bone Marrow Transplant Unit's endeavours in stem cell transplantation for treating autoimmune diseases.

Enabling partnerships

In serving some of society's most disadvantaged and marginalised people, St Vincent's Hospital Melbourne has been providing health care to prisoners at Port Phillip Prison in Melbourne for more than 15 years. In a major achievement, the hospital signed a new contract with G4S to continue to provide primary and secondary health services to prisoners up to 2037.

Members of the Packer family announced a multi-million dollar funding commitment to enable St Vincent's Hospital Sydney to conduct long-distance heart and lung organ retrieval service over the next 10 years. This announcement extends the significant help the Packer family has provided over the past few decades enabling hundreds of long distance organ retrievals to save the lives of many.

ST VINCENT'S SPEARHEADS NEW GUIDELINES FOR ELDERLY PATIENTS

One of the most common fractures that occurs within the elderly in Australia is the neck of femur (NOF). Early effective pain management can play a major role in reducing complications and aid recovery, to help promote early mobilisation and decrease length of stay.

A collaborative team of anaesthetic, emergency and rehabilitation clinicians at St Vincent's Hospital Sydney conducted a hospital-wide audit examining pain assessment and analgesia prescribing in elderly patients with fractures. The study found pain management inconsistencies across the hospital, with 44% of assessed patients developing delirium, with an average length of stay of 13 days. It was also found that clinical staff had a limited understanding of pain management specific to elderly patients or the potential associated adverse outcomes.

To address this, a multidisciplinary team was established and an education program rolled out involving extensive training for nursing staff to perform a regional anaesthetic bloc (FIB) for elderly patients presenting with NOF, as well as the introduction of the first FIB credentialing program for Emergency Department nurses nationally.

Now standard practice at the hospital, delirium rates have reduced to 33% and the average length of stay has decreased by three days.

Having won several national quality awards, the St Vincent's project has now been taken up by the Agency for Clinical Innovation and rolled out across hospitals in New South Wales. Furthermore, as a result of this ground-breaking work, the NSW Ambulance Service has changed its morphine protocol to specifically include doses for patients over 65 years of age.



Private Hospitals Division

“ We currently operate nine private hospitals in New South Wales, Queensland and Victoria. We have a reputation for constantly striving for something greater as we pursue excellence in everything we do, never satisfied with the current reality. Our Mission deserves nothing less than our best - all the time. We draw on cutting-edge research and experienced staff to deliver outstanding health outcomes in the highest quality private health care facilities. ”

Brenton Button
Acting Chief Executive Officer
St Vincent's Private Hospitals Division

farewell Martin Day

SVHA said a fond farewell to Martin Day who retired in June 2016 as CEO of St Vincent's Private Hospitals Division. Martin was a vital part of the SVHA Group for 14 years and left a legacy to admire. SVHA's Mission, Creed, Vision and Values were Martin's driving purpose, and, supported by a very capable executive team, he built a highly successful Private Hospitals Division.

We welcome David Swan who joined us in September 2016 as CEO St Vincent's Private Hospitals Division and we thank Brenton Button who acted in this role in the interim.

Inspired
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overview

In 2015-16 we continued to focus on delivering the priorities identified for our Private Hospitals Division in SVHA's enVision2025 Strategy:

- Strengthen and expand our existing hospitals with potential to grow by 500 beds by 2025.
- Expand into strategic growth corridors via new co-located hospitals and/or ambulatory polyclinics in partnership with the Public Division.
- Continue to deliver innovative models of care with a focus on chronic disease patients and develop best practice adverse event and readmission prevention programs to provide better patient care and improve our position with health insurance funds.

Paul (left) and Pastoral Care Coordinator, St Vincent's Private Hospital Fitzroy, Tony Williams.



Joe and Jan married in the chapel at St Vincent's Private Hospital Sydney.

A VERY SPECIAL DAY

Jan who was very ill with cancer and partner Joe, chose to make their marriage vows in the chapel at St Vincent's Private Hospital Sydney. In front of 70 family and friends and supported by hospital staff from level 6 where Jan had been a patient, the chapel was full to overflowing. Staff helped Jan get ready for her big day and the wedding service was conducted by the Hospital Chaplain, Fr Darryl Mackie. The newlyweds then continued the celebration of their nuptials with a reception in the Clinic function room catered for by the hospital café. Jan passed away a few months later but the memories of her special wedding day remain with all those who accompanied and supported her.

CELEBRATIONS OF LOVE AND HOPE

Our healing ministry is to share God's love by including, restoring and accompanying our patients on their journey and to be present for each other. During the year, Paul, one of patients and former nurse celebrated his Baptism, Confirmation and first Holy Communion in the chapel at St Vincent's Private Hospital Fitzroy. The hospital's Pastoral Care team and Chaplain Fr Malcolm Crawford celebrated with Paul and his family as he was received into the Catholic Church in a beautiful, simple, solemn ceremony. The chapel was filled with love, hope and prayer making this day a special part of Paul's challenging life journey. In living our Mission we accompanied and helped restore Paul and his family to a gentle place of prayer, healing and hope.

Expansion and development

In line with enVision2025 strategic priorities, we continue to expand and develop existing sites and increase bed numbers at our private facilities:

- St Vincent's Private Hospital Sydney – 50 beds by 2018
- St Vincent's Private Hospital Werribee – 48 beds by 2017, 112 beds by 2025
- St Vincent's Private Community Hospital Griffith – 20 beds by 2016
- Mater Hospital North Sydney – 23 beds in 2015
- St Vincent's Private Hospital East Melbourne – 23 beds by 2016
- Holy Spirit Northside Private Hospital – 60 beds in planning
- St Vincent's Private Hospital Fitzroy – 100 beds in planning
- St Vincent's Private Hospital Kew – one additional theatre by 2017
- St Vincent's Private Hospital Toowoomba – six new theatres by 2017

Innovation and excellence

A focus on innovation and excellence continues to be a priority for all of our Private Hospitals. We are especially proud that St Vincent's Private Hospital Sydney was awarded Magnet Recognition status – the only hospital in the Southern Hemisphere to achieve this status. Magnet is awarded to hospitals that exhibit exemplary patient outcomes with nurses who have a high level of job satisfaction and a low turnover rate. We remain at the forefront of robotic surgery. Six new robots were installed into operating theatres across our hospitals providing revolutionary technology to support improved patient outcomes in knee and hip replacements.

Sustainability and growth

Supported by The Friends of the Mater fundraising arm, our Mater Hospital in North Sydney opened a Special Care Nursery equipped and staffed to provide unrivalled quality care to the smallest Mater patients.

We continue to grow our Mission in rural and more remote communities. Our new private community hospital in Griffith recently opened, building started on a new acute care hospital to service the growing Werribee community in Victoria and we committed \$29 million to building a new six-theatre complex at St Vincent's Private Hospital Toowoomba.

The needs of our urban hospitals have also been prioritised with a \$140 million redevelopment plan for St Vincent's Private Hospital Sydney that includes refurbishment and construction of a new East Wing that will provide more patient beds, single rooms and operating theatres.

Private health care market

Our private hospitals continue to face significant challenges in the current health care market. Health insurance premiums are increasing at three times the rate of inflation and at the same time, consumer expectations are increasing. As health providers, we are committed to being good stewards of our resources and recognise the need to build stronger relationships with private health insurers to deliver more for less.

To this end, we are working with health funds to trial innovative programs in the areas of chronic disease management and palliative care to reduce hospital admissions and improve quality of care.



Visiting Holy Spirit Northside Private Hospital to inspect our new robotic surgery theatre [left to right]: Prime Minister Malcolm Turnbull, Daniele Doyle, CEO HSNPH, Toby Hall, SVHA's Group CEO and Gary Humphrys, SVHA Board Director.

St Vincent's Clinic

St Vincent's Clinic is a partner facility co-located with St Vincent's Private and Public Hospitals in Darlinghurst, Sydney providing multidisciplinary outpatient and ambulatory day only services. More than 300 doctors consult across 32 specialty areas within the Clinic. St Vincent's Clinic Foundation was established to further the educational and research objectives of the Clinic. The Foundation understands the vital role that medical research plays in improving health outcomes and has provided funding for research projects based on St Vincent's Darlinghurst Campus in Sydney for the past 24 years. The Foundation now also supports research based at SVHA's St Joseph's Campus in Sydney.

In 2016 the Foundation provided \$1 million in funding for medical, multi-disciplinary, nursing and allied health research. It will continue to support clinical excellence through research and education with \$1 million in grants for 2017.

Inspired
by
You

“ Underpinning all of our aged care endeavours is a constant commitment to delivering exceptional care and support to our residents and clients who remain our utmost priority as we are *servicing, seeing and striving for something greater.*”

2015-16 was another year of growth and milestones for St Vincent's Care Services as we delivered a number of critical strategic and operational initiatives across the organisation placing us well on the way to achieving our enVision2025 objectives. A central focus has been on supporting the community through expanding our service offerings in residential living, community living and independent living. ”

John Leahy
Chief Executive Officer
St Vincent's Care Services

Aged Care
Division

CARING FOR INDIGENOUS ELDERS

Nareeba Moopi Moopi Pa Aged Care Hostel is located on North Stradbroke Island – approximately 30 kilometres off the coast of Brisbane. Affectionately known as 'Moopi', the hostel is owned and operated by the North Stradbroke Island Aboriginal and Islanders Housing Co-Operative, and is home to 14 residents, many of which are indigenous elders of North Stradbroke Island. As part of St Vincent's Health Australia's Reconciliation Action Plan activities, St Vincent's Care Services has had a long history in supporting the hostel over the past few years but in the last 12 months the relationship has been strengthened.

A number of St Vincent's Care Services executive, management, clinical and administrative staff have been working diligently to assist the staff at Moopi in improving services and amenities at the facility, guiding them through accreditation. The dedication of St Vincent's staff has not been restricted to their usual working hours, with many volunteering in their own time to assist in support, care, cleaning, administration and working bees to help the home meet assessment criteria, and to improve the lives of the residents and staff. Our staff have felt privileged to be welcomed into this special community.

new havens of care

We formally welcomed St Vincent's Care Services Eltham and St Vincent's Care Services Edgecliff to our organisation on 1 July 2015, following successful acquisition and transition processes for both facilities. In the year that has followed, a number of improvement works have been undertaken, including refurbishment works at Eltham.

We completed the transition of Lourdes Home for the Aged to become St Vincent's Care Services Toowoomba on 1 July 2016. We have a long-standing relationship with the facility as we have managed the site on behalf of the Diocese of Toowoomba for the past nine years. It is wonderful to officially welcome the facility to the St Vincent's family.

Our state-of-the-art residential aged care community at Bronte in Sydney will welcome residents in November 2016, providing person-centred care and the very best in contemporary amenities and lifestyle options. Our facility will offer unique services such as concierge, fine dining options and extensive leisure and lifestyle programs.

Bronte is a truly exceptional facility and marks a new era in aged care – one centred on choice and lifestyle.

Construction began on our aged care facilities at Maroochydore and Werribee. Capitalising on its relaxed Sunshine Coast setting and co-located with Stella Maris Catholic Church and other community amenities, St Vincent's Care Services Maroochydore will provide 120 residents with the best balance of independence and support. Residents will enjoy stylish, private accommodation complemented by generous and contemporary common areas and beautiful landscaped gardens and courtyards. We look forward to welcoming residents in early 2017.

St Vincent's Care Services Werribee is set to open in early 2017. Co-located with St Vincent's Private Hospital Werribee, residents can look forward to exceptional care and support, with access to additional clinical and allied health services at the hospital.

Increasing capacity and infrastructure

We have been working hard to increase capacity at a number of our existing facilities, notably Southport and Mitchelton in Queensland. Both projects include the establishment of dedicated dementia units, in line with our increased focus on providing appropriate care and facilities for those living with dementia. Building works were completed at our Southport facility in August 2016, with Mitchelton on track to be completed in October 2016.

We have also focused on increasing the capacity of our systems, processes and workforce, to align with the increase in our infrastructure, including:

- The rollout of AutumnCare at our facilities. The program is a comprehensive care management system that provides us with better auditing and reporting functions and will help us ensure we are delivering optimum care.
- Completing the final stage of a comprehensive water quality management plan to reduce the risk of Legionnaires Disease outbreaks at our facilities. St Vincent's Care Services took a proactive lead in this area as a result of recommendations from Queensland Health. We have developed and implemented water quality policies, procedures, plans, a communication strategy, fact sheets for staff and residents/families, regular testing of water, reporting and monitoring sampling procedures and mitigation strategies for positive water sample results.
- Responding to significant changes by the Australian government in February 2017 to the way home and community care is delivered. The reforms will see a reduction in regulations and allow for a more consumer-driven home aged care market. St Vincent's Care Services is embracing the reforms and implemented a number of measures to ensure we capitalise on the emerging opportunities in aged care that these reforms are expected to bring.
- Fully implementing our Professional Practice Model in late 2015, to assist registered nursing staff in delivering exceptional person-centred care to residents, and ensure our workforce leads with exemplary professional practice. Initiatives undertaken this year as part of the program include growing our partnership with University of Tasmania to offer scholarships to Registered Nurses to undertake postgraduate study. We have partnered with university-based researchers to support internal and external research projects.
- In February 2016, we launched a national contact centre for St Vincent's Care Services, SVCS Connect. The service is a one-stop shop for potential residents, clients, referrers and the general public, and is responsible for managing all national calls for sales enquiries and admissions administration for residential aged care, community care and independent living. SVCS Connect staff are able to access real-time information on vacancies and availabilities to better match client and resident needs with our facilities and services.

External render of the new aged care facility, St Vincent's Care Services Bronte.



our co-located *research institutes*

SVHA has long-standing relationships with some of the country's leading medical research institutes: the Victor Chang Cardiac Research Institute, the Garvan Institute of Medical Research and St Vincent's Institute. We understand the vital role that medical research plays in improving health outcomes. Our researchers and clinicians work together to bring about advances in medical care that are directly applicable to clinical practice.

Victor Chang Cardiac Research Institute

Internationally recognised for the quality of its discoveries, the Victor Chang Cardiac Research Institute in Sydney is responsible for a large number of major advances over the past 12 months. These breakthroughs have revolutionised the world's understanding of disease causation, mechanism and medical treatments.

Key 2016 achievements include:

- How to limit the damage to the heart following a heart attack, which could help the 55,000 Australians who suffer a heart attack every year.
- Using a virtual heart, researchers have developed a more reliable way of predicting sudden cardiac death, which kills 25,000 Australians each year.
- Discovering the heart can regenerate long after birth, giving hope to the 2,180 babies born with heart defects every year.

Garvan Institute of Medical Research

The Garvan Institute of Medical Research, located adjacent to St Vincent's Hospital Sydney, is one of Australia's leading medical research institutes. Garvan's researchers pioneer studies into some of the most widespread diseases affecting the community today, and lead the nation in using genomic analysis to accelerate discovery and enable personalised medicine.

Key 2015-16 achievements include:

- identifying genomic 'signatures' that show pancreatic cancer to be four different diseases, each requiring distinct treatment approaches
- showing that the body's brown fat reserves can help steady blood sugar – a finding that opens up new therapeutic possibilities for diabetes
- obtaining accreditation to undertake clinical whole genome sequencing for the diagnosis of rare and genetic conditions, and
- using state-of-the-art microscopy to watch cancer cells 'sleeping' within bone, and identifying the factors that can cause them to 'wake'.

St Vincent's Institute of Medical Research

St Vincent's Institute (SVI) in Melbourne is a medical research institute that conducts laboratory research into the cause, prevention and treatment of high-impact diseases such as cancer, heart disease, diabetes, obesity, bone diseases and Alzheimer's.

2016 achievements include:

- SVI researchers, in collaboration with the Bio21 Institute, University of Melbourne and The University of Oklahoma, showed how the bacteria *Streptococcus pneumoniae* assembles an arsenal of proteins to breach the membrane of human cells. This provides a framework for the design of new vaccines and drugs to combat pneumococcal disease.
- SVI, in collaboration with researchers from The University of Colorado identified what may be the initial target of the immune response that causes type 1 diabetes. The researchers showed that fragments of two different beta-cell proteins, called peptides, join together to create a hybrid. The discovery provides a plausible explanation for why the immune system mistakenly destroys the body's cells in type 1 diabetes.
- SVI researchers, with colleagues in the USA and Germany, showed that a protein called ADAR1 adds a distinct chemical signal to the cell's own RNA, allowing the cell to recognise the difference between its own RNA and foreign RNA. Mutations in the ADAR1 gene have been linked to a rare autoimmune disorder called Aicardi-Goutières Syndrome.

Garvan was instrumental in the formation of the Pancreatic Cancer Alliance – a unique collaboration of organisations and individuals driven to raise awareness of pancreatic cancer in Australia.



Research

research outcomes in practice

Baby Lara's broken heart

As soon as little Lara was born, she needed open heart surgery.

Doctors still have absolutely no idea why Lara was born with congenital heart disease. It is the most common form of birth defect in Australia, affecting 1 in 100 babies. In 80% of cases the cause remains unknown. The size of a walnut, Lara's tiny heart is on the wrong side of her body and one of her valves did not form properly. She also has a hole in the wall of her heart which was the first thing surgeons tried to fix. Thankfully the operation went well.

For more than a decade, researchers at the Victor Chang Cardiac Research Institute have been trying to find the faulty genes which cause congenital heart disease such as Lara's.

With the help of our neighbours at the Garvan Institute and the Kinghorn Cancer Centre, our laboratories will now be able to screen 100% of a human's genetic make-up using a \$10 million Gene Machine.

The Gene Machine will allow researchers at the Victor Chang Institute to undertake studies of unprecedented scale for a fraction of the cost. This will mean far more answers for parents like Lara's who are desperate to find out what went wrong and still don't know why little Lara was born with a broken heart.

Know Your Bones

Annarosa, an author and keen walker based in Sydney, had given little thought to her bone health when she tripped on a bootlace and fell heavily, fracturing her wrist. She was later diagnosed with osteoporosis.

"When I was diagnosed, I was really surprised and a bit upset – I was only 48 at the time," says Annarosa. "I started reading up on this bone disease, and soon learned that it can severely impact a person's quality of life, particularly with age."

Annarosa is one of millions of Australians affected by poor bone health – yet, like Annarosa, many of us are unaware of our risk of fracture.

To address this issue, the Garvan Institute of Medical Research and Osteoporosis Australia launched *Know Your Bones* (knowyourbones.org.au) in June 2016 – an Australia-first, freely available online tool that helps consumers to understand their own risk of bone fracture and empowers individuals to initiate discussions about osteoporosis with their GP. The *Know Your Bones* assessment is easy and quick, taking about five minutes to complete.

Know Your Bones is underpinned by key research findings from *Garvan's Dubbo Osteoporosis Epidemiology Study*, the world's longest-running large-scale study of osteoporosis in men and women.

"Speaking from first-hand experience, anything that offers protection against developing brittle bones and sustaining a fracture, is worth five minutes of your time," said Annarosa.

"By using this tool, you can get a handle on your bone health early in the piece and put things in place to minimise your risk of fracture."

Celebrating insulin independence

August 26 2016 marked six years of insulin independence for Adelaide woman, Margaret Harrigan.

After receiving two transplants of islets from two donor pancreas' in 2010 – 36 years after her diagnosis of type 1 diabetes – Margaret began producing her own insulin again.

The transplants were performed as part of the Australian Islet Transplantation Program (ITP), which involves St Vincent's Institute of Medical Research (SVI) in collaboration with St Vincent's Hospital Melbourne and the Royal Adelaide and Westmead Hospitals.

In type 1 diabetes, the pancreas ceases to produce insulin, which must then be administered several times a day to reduce blood sugar to healthy levels. In some people, this insulin treatment can drop blood sugar levels to dangerous levels without warning, which may lead to a life-threatening loss of consciousness. This is known as hypoglycaemia.

"My life is so incredibly free, my husband Kerry and I have been living in the Riverland of South Australia for over four years now," Margaret said.

"I was able to return to teaching and I'm loving it. I consider myself the luckiest person in the world because of my islet transplant."

Funded by the Juvenile Diabetes Research Foundation and the Australian Department of Health and Ageing, the ITP is turning islet transplantation into a real clinical option for Australians with type 1 diabetes.





enVision2025

Launched in 2015, the enVision2025 strategy is the roadmap for how SVHA delivers on our Mission. The strategy identifies our priorities for the next nine years across the group and in the four key areas of our Public Hospitals Division, Private Hospitals Division, Aged Care and Research.

Through enVision2025 we are *servicing, seeing and striving for something greater* as we bring God's love to those in need through the healing ministry of Jesus.

Our strategic ambition focuses on five key pillars and this report captures our progress against key goals in each of these areas (see diagram opposite).

our ambition

Leaders in Catholic health care and service to the poor and vulnerable: Delivering better health outcomes for targeted populations through our services, research and advocacy in the context of SVHA Mission

Growth and sustainability: Strong financial performance and growth to ensure long-term sustainability and continued delivery of our Mission

Best people in health and ageing: Attracting, developing and retaining the best practitioners and employees in a safe working environment.

Excellent care for our patients and residents: Leading patient/resident care and safety.

Leading reputation: Reputation for excellence and innovation in our clinical practice, care, research and advocacy, especially for the poor and vulnerable.

Serving
something
greater

Inspired to Serve

mission and social justice

*In the Catholic tradition 'to serve others' is core to the ministry of the Church. To 'serve' requires unconditional love. For more than 175 years we have been called to **serve something greater** than ourselves as we bring God's love to those who need it most. 'Inspired to Serve' is the new brand framework underpinning our commitment to the success of our Mission.*

During the year, we continued our Mission in line with the enVision2025 Strategy to be leaders in Catholic health care and service to the poor and vulnerable. We have developed a range of skills and strengths but there is always more we can do. We have prioritised five key target areas including people with mental illness, drug and alcohol dependence, health needs of those that are homeless, Aboriginal and Torres Strait Islander people, and the health needs of prisoners.

We have a long history of commitment to these groups and we continue to strive to deliver improved health outcomes in our community through our services, research and advocacy in the context of our Mission. We also try to influence policy decision makers through evidence-based practice using the principles of Catholic Social Teaching to effect positive change.

Inclusive Health Innovation Fund

The Inclusive Health Innovation Fund (IHIF) has been established to facilitate significant improvement in the services we provide to those most in need. This fund is a commitment to enhance innovation and best practice and allows SVHA to respond with greater agility and flexibility to both the needs of these vulnerable populations as well as the best ideas of our own people. We wish to grow our service provision, research and advocacy to improve health outcomes for vulnerable patients, residents and those we stand with in solidarity.

Homelessness and Alcohol-Related Harm and Violence

To help gather our ideas on research, advocacy and innovation to guide our investment for the poor and vulnerable, we coordinated a range of forums. These forums involve clinicians from across the organisation, those with lived experience and some of our key partners. Over the past year, we have conducted forums on Homelessness and Alcohol-Related Harm and Violence which have both been valuable in bringing our staff together to share ideas and develop a strategic direction to ensure we make the greatest impact to enhance services for the poor and vulnerable people we serve.

Recovery and Support Program

One example of an innovative project that has been funded by the IHIF has been the Recovery and Support Program developed by the Department of Addiction Medicine at St Vincent's Hospital Melbourne.

The eight-week program started with its first nine participants in June 2016 providing formal evidence-based therapeutic interventions and social support to individuals with methamphetamine, alcohol or other drug problems. This program is different to many current support programs both in its intensity, frequency and its capacity to provide an assertive outreach element – a unique feature, which is proving

"This [Recovery and Support Program] is the first program, and I've been to many, where somebody has looked at the link between my emotional and mental health and my substance use, fantastic."

FORMATION FOR ALL

We introduced the new 'Formation for All' strategy which is being implemented for all SVHA employees in 2016-2017. This is a critically important initiative to help sustain and grow the SVHA Mission by developing a community of people who can articulate and integrate a Catholic understanding of the Ministry of health care.

Formation is a deepening of our understanding both personally and communally of our identity, traditions and our responsibility in continuing the healing mission of Jesus.

The program considers not only what staff need to understand about Mission and our founding story, but also what processes will enliven Mission in the context of their day to day work.

The program includes ongoing Mission Formation development for all staff beginning with a one-day 'Inspired to Serve' workshop in all facilities from October 2016.

to be very useful for engaging prospective clients and retaining existing clients who may be struggling at times. All elements are recovery orientated and focused on improving self-efficacy.

"Before I started this program, I felt that I was walking in one direction with everybody else going in the opposite direction. Now at last I feel like I am walking in the same direction as everybody else."

Partnership in palliative care

This partnership will involve the development and delivery of a Palliative Care service at Northern Peninsular Area (NPA) which is located at the tip of Cape York. The partnership has developed in response to a request from Apunipima – an Aboriginal community controlled organisation that advocates on behalf of organisations across Cape York – and NPA to develop their own service response so elders could stay in the country in their last days instead of being flown out and isolated from friends and family. Through our IHIF, we have committed to a three-year project working with the Centre for Palliative Care Victoria to employ a Palliative Care Nurse and implement a palliative care service to the communities of NPA.

Safe haven for Syrian refugees

St Vincent's and CatholicCare Melbourne have partnered to help settle vulnerable Syrian and Iraqi refugee families to be housed temporarily on the site of St Vincent's Care Services' Eltham Village in Melbourne.

St Vincent's will provide affordable, refurbished accommodation in 60 units that had fallen into disrepair and were vacant. CatholicCare will provide tenancy and settlement services to support the families to transition to permanent living arrangements.

"With this project St Vincent's is playing a small part in helping the 12,000 Syrian refugees being welcomed by the Federal Government get on their feet in their new home," SVHA Group CEO, Toby Hall said.

"This project reflects our Mission to serve the most vulnerable members of our community. We have received great support from local community groups who also want to welcome refugees to Eltham."



Serving
something
greater

OUR RECONCILIATION ACTION PLAN

SVHA has embarked on a re-invigorated reconciliation journey across the organisation underpinned by our Reconciliation Action Plan (RAP).

We have worked alongside Aboriginal and Torres Islander communities for many years where our facilities have been established. Our RAP continues the organisation's commitment to reconciliation and is designed to build on our strengths that have been developed in partnerships with Aboriginal organisations striving to improve both health and social justice outcomes for Aboriginal and Torres Strait Islander people.

During this chapter of our RAP, we will look to enhance the Aboriginal Health Units in our two major public hospitals to ensure these services have a greater reach across our programs.

We are taking the next step and tackling some of the bigger issues such as increasing and sustaining our Aboriginal and Torres Strait Islander workforce. More details of this can be found on page 50.

We will also do further work to ensure our facilities are culturally safe for Aboriginal and Torres Strait Islander peoples and confirm they have equal access to health care services.

Respect for Aboriginal and Torres Strait Islander peoples, histories and cultures is the expression of dignity that we want to embed across the organisation.

Our RAP Collaborative Art Project

The Reconciliation Action Plan Collaborative Art Project has been both an action and a symbol of what reconciliation means to us all at St Vincent's Health Australia. The art work represents the breadth of our vision for Aboriginal and Torres Strait Islander people in our care as well as in the wider community.

Three leading contemporary Aboriginal artists, Bianca Beetson, Vicki Couzens and Jeffrey Samuels conducted workshops with 48 staff members across our health service to create a small circular art work that was symbolic of what reconciliation means to them. The three artists collaborated to bring these small artworks into one cohesive design then added their own symbols, signs or words associated with reconciliation. The resulting three part panels were silk screened and an edition of 55 triptychs printed. One complete art work is on display at each facility across St Vincent's Health Australia as a vibrant symbol of our RAP, our own reflections and of our collective experience of the reconciliation journey we are all on.

FIRST RECONCILIATION FORUM

SVHA held its first Aboriginal and Torres Strait Islander Forum in October 2016 in Brisbane. Entitled *Reconciliation – the Journey*, the Forum brought together our team of Aboriginal and Torres Strait Islander employees and leaders to share experiences with colleagues, empower staff by developing strategies to address Aboriginal and Torres Strait Islander career development and to enhance staff awareness of SVHA's commitment to Aboriginal health.



A STORY OF MERCY AND AN INSPIRING GIRL

In the Catholic Church, 2016 is the 'Jubilee Year of Mercy'. The giving of the kindest expert care by our paediatric medical, theatre, recovery, ward and physiotherapy teams reveals mercy as a gentle and generous gift of love and compassion.

At St Vincent's Private Hospital East Melbourne we provide life-changing surgery and sometimes life-saving treatment to children from developing countries where the care needed is limited. Six to eight children are selected every year through Children First Foundation for a no-fee hospitalisation. Our hospital donates tens of thousands of dollars annually to enable this care, working closely with the surgeons, anaesthetists and allied health teams all keen to be merciful and give compassionately to these children.

Twelve-year-old Celestina from Timor-Leste first came to us in May 2015 for major surgery to both her lower limbs. She was born with the rare congenital condition chondroectodermal dysplasia. Her legs were deformed resulting in her being unable to stand or walk straight. Her lower limbs were surgically corrected and external frames inserted for four months to help correct the deformity. Celestina returned to our hospital in January 2016 for part three of her staged leg surgery and removal of extra digits on each hand.

Celestina has now returned home to Timor to her family. She no longer requires a wheelchair, will be mobile and looking forward to getting back to school with her friends. Celestina's tenacity inspired all who came in contact with her at the hospital. She arrived with minimal English, no family to comfort her, crippling deformities and a cardiac defect. She has been a cheerful and gracious little girl who continues to thank everyone for all the care she receives.

Photos courtesy Herald Sun and Children First Foundation.



SVHA's RAP artwork – *Reconciliation: Towards excellent health, happiness and equality, 2016* – created collaboratively by staff and Aboriginal artists Bianca Beetson, Vicki Couzens (not pictured) and Jeffrey Samuels.



health and social advocacy

Led by the example of its founders, the Sisters of Charity, St Vincent's Health Australia has been committed to advocacy throughout its 177-year history. Our leading reputation for excellence and innovation in our clinical practice, care, research and advocacy – especially for the poor and vulnerable – is a key pillar of the enVision2025 Strategy.

This year, we have continued to focus our advocacy on improving the health and welfare of five marginalised groups to whom the organisation has a long history of service and particular expertise: people with mental illness, drug and alcohol dependence, health needs of those that are homeless, Aboriginal and Torres Strait Island people, and the health needs of prisoners.

We do this by engaging with governments, by seeking a seat at the policy table on issues important to SVHA and the communities we serve, and by raising our voice through the media.

Over the year, SVHA provided input to more than 15 government policy processes, published 10 opinion pieces and conducted many media interviews on issues ranging from inmate health to health priorities for the Federal Budget.

Throughout 2015-16, our advocacy has covered a range of important areas, the highlights being:

- Having representatives from St Vincent's Hospital Melbourne appear before the Victorian Royal Commission into Family Violence to talk about their groundbreaking work in introducing best-practice systems to better identify elder abuse among our patients.

- Launching St Vincent's Health Australia's policy on reducing alcohol-related harm and violence, which achieved widespread media coverage and was shared extensively on social media. SVHA – particularly through the work of its Sydney public hospital – continued to play a lead advocacy role around 'last drinks' laws in the city's entertainment district. An extract of the SVHA Alcohol Policy accompanies this annual report.
- Speaking forcefully and publicly about the need to take a 'zero tolerance' approach to sexual discrimination, harassment and bullying in health care, not just among senior male clinicians, but staff at every level and in every organisation. SVHA's Group Chief Medical Officer, Dr Victoria Atkinson, gave multiple media interviews on the subject, SVHA provided submissions to inquiries on the issue and the organisation worked closely with the Royal Australasian College of Surgeons to consider new approaches to tackling bullying in our facilities and elsewhere.
- SVHA prepared a joint submission with the Centre for Palliative Care to the Victorian Parliamentary Inquiry into End of Life Care, and representatives from St Vincent's Hospital Melbourne gave evidence to the Inquiry.

Methamphetamine use in Australia

In recent years, St Vincent's Health Australia has witnessed the increasing impact of crystal methamphetamine or 'ice' on individuals, families and communities.

St Vincent's Hospital Sydney has the greatest number of emergency department presentations and the largest number of admissions related to methamphetamine use in NSW. Since 2009, the hospital has also experienced the largest increase in presentations related to methamphetamine use in the state.

Our experience is not uncommon among health services, and reflects the fact that as a nation we have one of the highest rates of methamphetamine use in the world, which is placing increasing demand on an already stretched health system.

Reflecting our experiences, SVHA made methamphetamine use – and the need to improve care and support for its users – a key focus for our advocacy in 2015-16.

In our meetings with federal government ministers we emphasised the need for more funding for treatment and addiction services and to address the vulnerabilities that existed in the health system in regards to methamphetamine use and research.

Our submission to the National Ice Taskforce – the body set up to report on how best to combat the growing use of ice in our community – called for new strategies to reduce demand and minimise harm.

We argued that more effective and better-resourced treatment and management responses are required at the health services where most people ultimately end up.

Reducing stigma, promoting early intervention, addressing barriers to drug treatment and ensuring that health and support services are adequately resourced, is vital to meeting the needs of methamphetamine and other drug users. This will also help reduce the impact drugs have on family, friends and members of the general community.

Central to our advocacy was the need to establish a Centre for Clinical Excellence to address the urgent need for clinical treatment, research, education and training in the area of methamphetamine use.

It is testament to the strength of our ongoing advocacy in this area that in the Commonwealth Government's response to the National Ice Taskforce's report it allocated \$10 million to establish just such a centre, with a provider to be selected in the 2016-17 year.



fundraising and philanthropy

The generous financial support of our donors – be they individuals, businesses, or community fundraisers – is crucial to the successful operation and performance of our hospitals and community outreach services to the most vulnerable in our society.

St Vincent's Curran Foundation

During the 2015-16 financial year, the St Vincent's Curran Foundation raised more than \$27.5 million for St Vincent's Hospitals and facilities in New South Wales, a 64% increase in funds raised compared to the previous financial year.

This result could not have been achieved without the support of major donors, community groups, generous individuals who left gifts in their Wills, and almost 2,000 new donors who joined the St Vincent's family in the last financial year.

Our focus in 2015-16 was to raise funds to support important capital development and building projects.

Together with the Friends of St Vincent's Private Hospital Sydney, the Foundation secured \$34.5 million towards the \$140 million cost of construction of the new East Wing and redevelopment of St Vincent's Private Hospital Sydney. This redevelopment will see more patient beds with a greater number of single rooms, more operating theatres, a rehabilitation unit and ambulatory care centre.

Another key project has been fundraising to build a new dedicated Haematology and Bone Marrow Transplant Ward at St Vincent's Hospital Sydney. This campaign was also promoted by St Vincent's Ambassador Delta Goodrem, with a great result of \$6 million raised towards this new ward. With more than 20 single rooms, this ward will ensure improved infection control and greater patient privacy at a time when patients most need it.

The Foundation also supported the growth of the Darlinghurst Campus last year with the addition of Stanford House, a dedicated HIV service for homeless patients and the refurbishment of the courtyards at St Vincent's Hospital's Caritas Mental Health Service providing our most vulnerable patients with a bright, calm and secure space that promotes positive emotional and physiological healing.

The Foundation has raised more than \$3.5 million to support the new St Vincent's Private Community Hospital in Griffith, NSW with the help of the local community and major donors.

The Foundation continues to raise funds for patient treatments that are currently unfunded by the government. One example is the St Vincent's Heart Lung Innovation Fund, which was launched by the Foundation in 2014 with the aim of funding new treatments for heart and lung patients. Projects like the "heart and lungs in a box" and MitraClips are both innovative pieces of heart and lung technology being trialled at St Vincent's, with exceptionally promising patient outcomes.

Throughout the year, two major donors, Mr John Grant AM and Mr Michael Crouch AO supported the Foundation by committing \$1 million to establish the St Vincent's Centre for Family-Based Mental Health Care and establish the Professorial Chair of Mental Health Nursing. This new service was established to deliver family-based models of mental health care and improve collaboration between individuals, families and their doctors. It is another initiative coordinated by the Foundation that supports the Mission of serving vulnerable patients in our society.

Shane Kennedy, Manager of Stanford House with Sarah Ferguson, Duchess of York at the opening of Stanford House in Sydney.



St Vincent's Scrubs Run



St Vincent's Foundation Melbourne

Thanks to the commitment and generosity of all our supporters, St Vincent's Foundation Melbourne raised \$5.88 million during 2015-16 for St Vincent's Hospital Melbourne.

Our appeal for cardiac heart monitors raised over \$90,000. Heart monitoring and early detection is the key to identifying a silent killer. The support from our donors has provided our world leading cardiovascular medical staff with the very latest Holter monitoring equipment.

Our appeal for a lymph node navigator for breast cancer patients raised over \$100,000. This important piece of equipment will provide our patients with the best surgical approach and better outcomes for the treatment of their breast cancer.

More than 500 staff, colleagues, families and friends took part in the annual St Vincent's Scrubs Run. Teams from both the public and private hospitals raised \$60,000 for their individual hospital departments while enjoying a day of family fun.

The Good Samaritan Fund launched in 2014, is now an established giving program inspired by countless acts of personal generosity derived from our staff's financial contributions. The fund offers direct and immediate aid to patients facing serious hardship and disadvantage in cases where assistance is not possible through any other means. In its first 15 months, the Good Samaritan Fund has granted over \$50,000 to patients: 44 individual grants for expenses such as medication costs, utility bills, whitegoods, cleaning costs, childcare and health equipment; 351 food and clothing vouchers and 500 Christmas gift packs for inpatients facing isolation on Christmas Day.

The Good Samaritan Fund embodies the highest standards of patient-centred care, often addressing the social determinants of health and meeting the holistic needs of patients where other funds cannot.

One such beneficiary is David, who experienced frequent plugging of the trans-oesophageal valve he desperately needed for verbal communication after his larynx was removed. David's inability to speak was plunging him into frustration, hopelessness, and social isolation. The Fund provided him with an artificial, electronic larynx, giving David a voice and a vital connection to the world.

The Friends of the Mater Foundation

Since its inception in 1999, the Foundation's support of the Mater Hospital North Sydney has had a profound impact on patient lives. We are very grateful to our many friends who have enabled us to continue to make a difference to patient care and outcomes in 2015-2016.

In the last financial year, the Foundation awarded over \$700,000 in grants to the hospital, over several different departments across the Mater Campus. The grants included funding research studies into:

- neo-natal stroke and its link to cerebral palsy
- the use of digital technology to assist melanoma patients to improve self-surveillance
- the impact of the addition of morphine to anaesthetic in improving patient post-operative pain and functional recovery in knee replacement surgery, and
- improving patient equity of access to breast reconstruction following a mastectomy – a study which will influence future policy and practice.

Since 2010, The Foundation has supported research undertaken at The Patricia Ritchie Centre for Cancer Care and Research (The PRC) into the use of the scalp cooling cap to help prevent hair loss from chemotherapy. Many patients attending The PRC now have the opportunity to choose to use this technique during their treatment. This year, the Foundation has provided a grant to develop a data base which would lead to the implementation of a new chemotherapy management program and establish The PRC as a national centre of excellence in this area.

Looking ahead, we have committed \$5 million towards the establishment of a palliative care facility at the hospital. The Foundation has funded a research study into world's best practice and our goal is to help provide patients with a complete continuum of care at the Mater.

The Mater Lives Committee

The Mater Lives Committee as ambassadors for the hospital within the community has expanded its functions to reach a wide cross section of supporters during the past 12 months.

In 2015, the committee funded the following donations:

- \$127,000 towards equipment for the hospital's special care Nursery,
- \$150,000 for the Neonatal Registrar role.
- \$9,957 for the purchase of a Cardiograph Machine for the hospital's Intensive Care Unit.

Seeing
something
greater

growth and sustainability

As a not-for-profit Catholic health care ministry, our Mission calls us to grow and serve more people, especially the poor and vulnerable. We strive to generate a reasonable financial surplus. This allows us to keep our health service sustainable and to strengthen and expand the Mission to meet the health care needs of the Australian community.

Our value of integrity demands that we efficiently steward the financial resources we have responsibility for and impels us to look for new opportunities to do more. Any surplus we make is put back into the Mission including:

- undertaking outreach and charitable works
- replacing and improving assets
- undertaking new capital works
- building new beds and services
- upgrading clinical information technology systems
- making environmental improvements to cut our use of energy and water.

This has been a year of significant growth and expansion in hospitals and aged care. Growth gives us a stronger voice as advocates for the poor and vulnerable, a more secure future for our staff and greater career opportunities.

The new financial year holds much promise for our group. In line with the enVision2025 goals, we will continue to focus on facility growth and renewal, furthering our commitment to advocacy and social justice, expanding our aged care services and the embedding of person-centred care as our promise to those we serve.

Growth Highlights

- We opened the new St Vincent's Private Community Hospital in Griffith, NSW which will reshape health care in the Riverina region, offering personalised care closer to home.
- Work began on the \$140 million construction of the new East Wing and redevelopment of St Vincent's Private Hospital Sydney. This redevelopment will see more patient beds with a greater number of single rooms, more operating theatres, a rehabilitation unit and ambulatory care centre.
- Stanford House, a dedicated HIV service for homeless patients was opened on the St Vincent's Darlinghurst Campus in Sydney by the Duchess of York, Sarah Ferguson in April 2016.
- Our state-of-the-art residential aged care community at Bronte in Sydney opened in October 2016.
- Construction began on our new St Vincent's Private Hospital Werribee in Victoria and co-located aged care facility set to open in early 2017.
- Construction began on our new aged care facility at Maroochydore in Queensland.
- We increased capacity at several of our existing aged care facilities including Southport and Mitchelton in Queensland. Both projects include the establishment of dedicated dementia units.



[from left] SVHA Chairman Paul Robertson AM, Federal Health Minister the Hon. Susan Ley and Griffith City Mayor John Dal Broi at the opening of St Vincent's Private Community Hospital Griffith.

hospital opening heralds new chapter in health care delivery

St Vincent's Private Community Hospital Griffith was opened by Federal Health Minister the Hon. Susan Ley on 23 September 2016 at a ceremony held by Griffith City Council and St Vincent's involving all the hospital partners, donors and members of the community who have played an instrumental role in bringing the new facility to life.

The new hospital is supported by \$11.4 million in Commonwealth Funding to the Griffith City Council under the Health and Hospitals Fund and is operated by St Vincent's. It will provide several key new services for the people of Griffith and Western Riverina and features an innovative learning and teaching centre to ensure the provision of highly trained health care professionals for the area in the future.

Housing 20 overnight beds and 20 bed recovery and admission beds, two operating rooms and a procedure room, the new hospital will also

operate support services such as sterilising and food services.

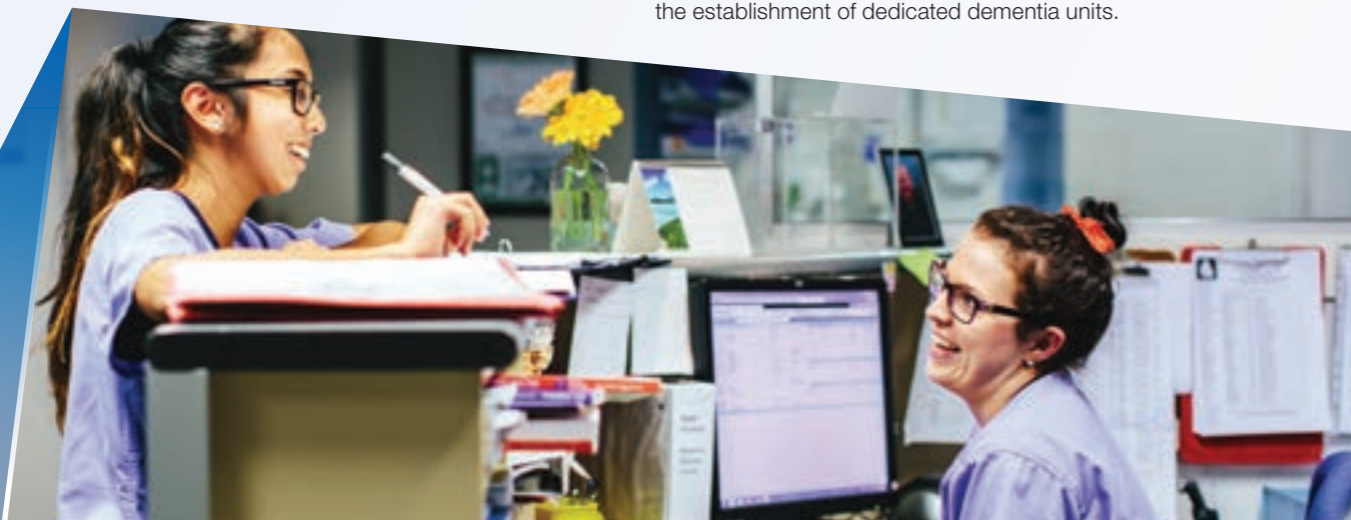
The new hospital's planned clinical service profile is based on local community needs and will be supported by specialist referral and local clinician involvement. The key surgical activities proposed include Ophthalmology, Urology, Gynaecology, General Surgery, Diagnostic Endoscopy, Orthopaedics and ENT. It is also proposed that medical services will be developed to support activities such as Palliative Care, Respiratory Medicine and Endocrinology.

Additionally the Hospital will house six consulting suites to facilitate on-site specialist consultation.

In addition, to be co-located with the hospital is the Murrumbidgee Clinical Teaching and Learning Centre (MCTLC) which is supported by \$4.9 million in Commonwealth funding under the Innovative Clinical Teaching and Training Grants (ICTTG) program.

SVHA's Group CEO, Toby Hall said: "The new hospital is the embodiment of partnership. It represents a convergence of a diverse array of like-minded partners who have jointly adopted an innovative approach to delivering the best health care, learning and teaching for the bush. It represents a coming together of the Federal and local governments to provide key funding, primary health care and tertiary education, major philanthropic and grass-roots community support – everyone's support and involvement has been crucial. This is a community hospital in the true sense of the word."

Griffith City Mayor John Dal Broi said the new hospital is a dream come true for our City and the region: "The opening of the St Vincent's Private Community Hospital Griffith comes just when we need it as we are looking at very strong population growth during the next few years."



Seeing something greater

our environmental performance

The sustainability of SVHA's health care service extends to caring for the environment and we seek to continuously reduce our footprint on the earth with a range of energy and water saving measures. In 2015-16, SVHA consolidated its environmental performance by embarking on an ambitious organisation-wide National Energy Action Plan (NEAP) to reduce our total electricity use and carbon emissions by at least 35%. SVHA is one of the first Catholic health and aged care organisations to implement such a comprehensive plan for energy efficiency.

National Energy Action Plan

SVHA as an organisation consumes approximately 113 Gigawatts of electricity annually – equivalent to the domestic consumption of a town of 50,000 people. We produce greenhouse gas emissions of 125,000 tonnes annually. Our energy consumption has a major impact on the environment. This can be addressed by raising the energy efficiency of our buildings.

The National Energy Action Plan (NEAP) will deliver a range of energy efficiency solutions aimed at reducing our total electricity consumption by around 35%.

This reduction equates to:

- a drop in total electricity consumed of between 38 and 43 million kilowatt hours annually, and
- a reduction in emissions of between 36-39,000 tonnes of CO2-e annually.

When combined with our gas consumption of 222 Terajoules of gas annually, this reduction in electricity still represents a reduction in our total energy profile of 25%. Additionally, this will see our energy intensity on a metre squared basis reduce from 463 Mj to 340 Mj – a reduction of 27%.

Over the next two financial years, nine major energy efficiency solutions will be implemented across 54 locations representing 80% of SVHA's energy consumption. Suppliers have a mandate to roll out the technologies within this period and it is expected that the majority will see full implementation within the next 12 months.

Highlights of the plan:

- rollout across 17 locations of 10,000 solar panels representing 2.7 megawatts of installed energy generation which will supply St Vincent's with approximately 4,000,000 kilowatt hours of electricity annually and reduce our scope 2 emissions by 3,500 tonnes
- retrofitting more than 40,000 existing incandescent and fluorescent lighting with LED alternatives reducing energy consumption by up to 10 million kilowatt hours annually, and
- installation of a major submetering solution across the 54 locations to support accurate assessment of the energy savings and performance of the different technologies.

The cost savings delivered by the NEAP, estimated at approximately \$6 million per annum, will support further provision of health care services while reducing our environmental footprint.

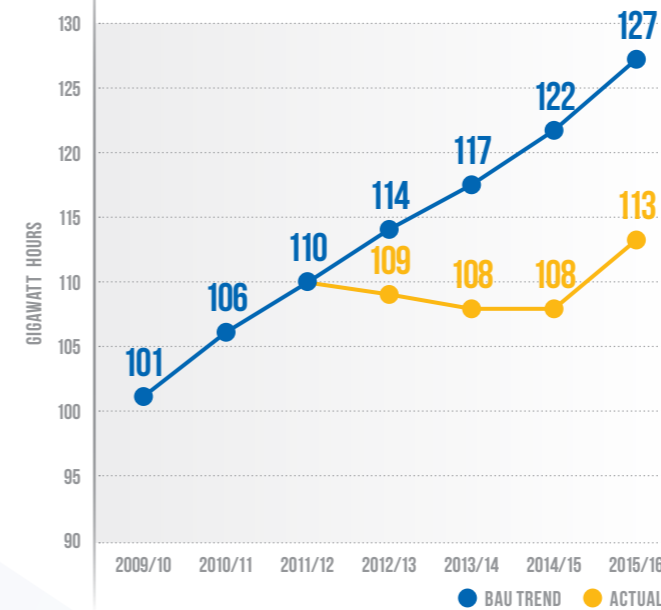
Overall performance

This financial year saw both electricity and gas consumption rise after three years of reductions. This was in part driven by an overall increase in building size and service levels along with temperatures driving an increased demand for heating and therefore gas consumption. This saw electricity use levels rise 4.8% and gas use levels rise 11.5%.

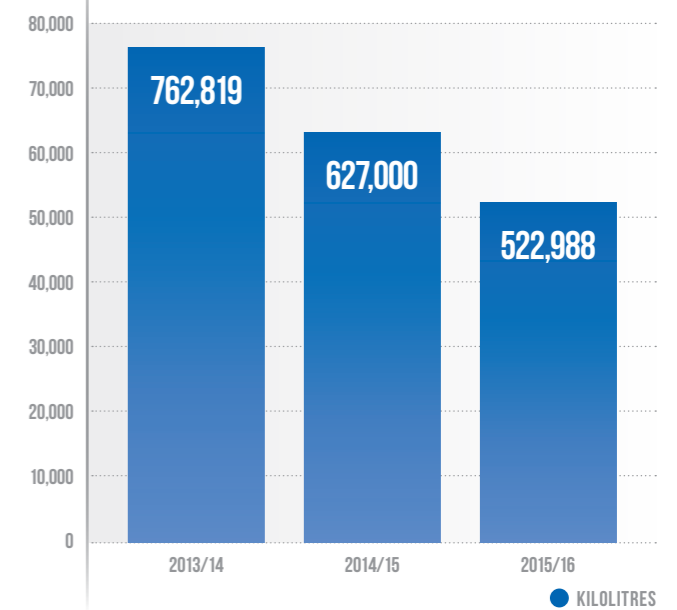
Controlling our levels of waste and water use is more difficult as waste levels especially are tied directly to the levels of services we provide – more patients generates more waste. Over the next financial year, SVHA will be addressing waste as a major environmental issue, second only to greenhouse gas emissions as our biggest direct environmental impact.

In terms of total emissions of greenhouse gases, SVHA has maintained levels at around 125,000 tonnes per annum with a drop year on year of 0.7%.

ELECTRICITY – TREND AND ACTUAL USAGE



SVHA ANNUAL WATER CONSUMPTION



WASTE AND RECYCLING

SVHA generated approximately 7,675 tonnes of waste in 2015-16. This was an increase of 11% from the previous financial year and primarily driven by an increase in hospital activity. While general waste levels rose by 9% overall, this was offset by strong improvements in our level of recycling and diversion of waste from landfill annually including:

- 45% increase the level of battery recycling to 2.4 tonnes
- 25% increase in paper and cardboard recycling to 110 tonnes
- Co-mingled Waste diversion rose by over 300% to 332 tonnes

ENERGY

Our total energy consumption in 2015-16 was 647,000 GJ representing a rise of 6.5% over the previous financial year. The application of technologies in 2016-17 and beyond should see our electricity use reduce considerably. In 2017-18, SVHA will seek to address gas consumption through the use of alternative low or zero emission technology in the heating of water which is a core driver of our gas consumption.

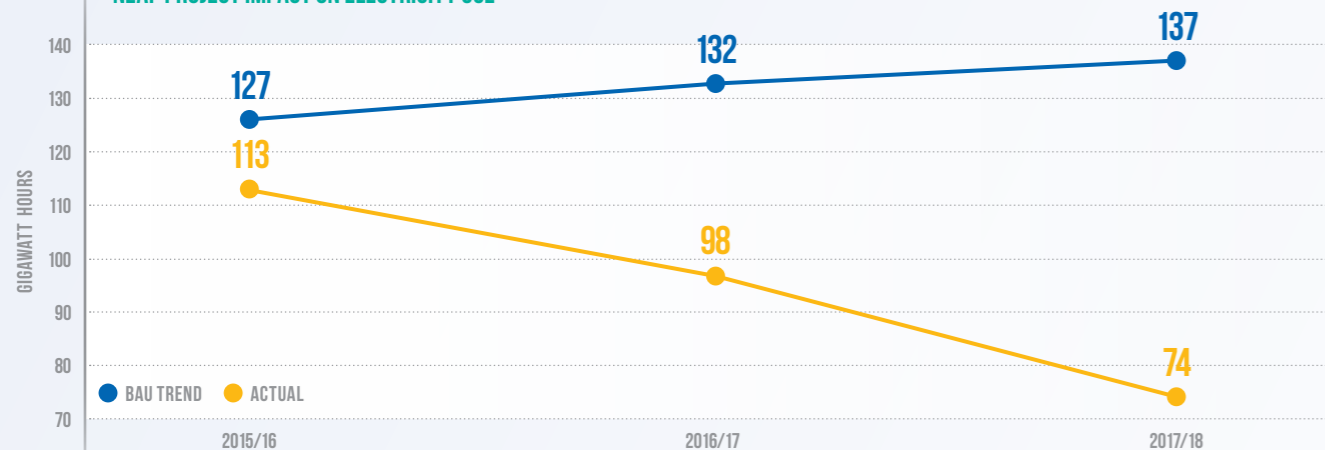
WATER

Health care is a water intensive activity with water use in both direct health care practice and in the supporting services (i.e food services) within building portfolios being considerably higher than most other commercial activities. Despite this, we have managed to substantially reduce our water consumption.

EMISSIONS

Our levels of greenhouse gases are directly tied to our consumption of fossil fuel-based energies, primarily electricity and gas, which represent approximately 95% of our total fuel use. In 2015-16, our total greenhouse gas levels were 124,642 tonnes of CO2-e compared to the previous year's level of 125,486 tonnes, a reduction of 0.7%. Whilst both electricity and gas consumption saw substantial year on year increases, this was offset by substantial reduction in overall vehicle fuel use.

NEAP PROJECT IMPACT ON ELECTRICITY USE



Striving for something greater

excellent
care

Excellent care for our patients and residents is the cornerstone of quality health care and an important area of clinical governance for St Vincent's Health Australia (SVHA).

Across Australia and internationally, SVHA has a reputation for excellent patient outcomes, for ground-breaking clinical practice and research, for reaching out to our community's most vulnerable, and importantly, providing high-quality patient care.

Whilst 2016 has had some challenges, SVHA remains committed to providing the highest quality health care with the patient and resident interests and outcomes remaining our number one priority.

In 2011, Tao Pham became critically ill and spent 688 days in the care of St Vincent's. Tao had been invited to Australia to complete his studies to become a Catholic priest, but his illness resulted in him being unable to walk and a prognosis of life long high-level care. As a result, his sponsor realised he could no longer support Tao. Consequently, his visa was revoked; Tao lost financial support and Tao became isolated, effectively homeless and emotionally and spiritually devastated. Through the exceptional care given by many teams across the hospital and the high-level advocacy by Mission Leader, Lisa McDonald at St Vincent's Hospital Melbourne, Tao now walks, lives independently and is preparing for his ordination in late-2016. Throughout this time, this humble man touched the lives of hundreds. In turn, they named him 'Man of God'.

The opinion of all who have contributed to Tao's physical, emotional and spiritual health, is that this story articulates our Mission in action.

Patient experience

Listening to our patients' and residents' feedback allows our staff to understand and respect their unique needs and preferences and provide care that meets these needs. When our care does not meet their needs, our staff listen and take action to improve our systems.

Throughout 2016, we continued to collect patient feedback via Press Ganey using a survey of more than 60 questions. Across SVHA our combined mean score for overall satisfaction improved from 85.4 in 2015, to 86.2 in 2016. Throughout the year, there have been some specific highlights across our facilities. The care provided by nurses was rated in the 99th percentile the highest across all other facilities surveyed by Press Ganey in Australia. This included our nurses attitudes to requests, attention to special/personal needs and their effort to include families in decision making. Many of our improvements are the result of our person-centred care program 'Inspired to Care' outlined on the next page.



Figure 1

INSPIRED TO CARE

The Inspired to Care program is the tangible expression of our Mission, Vision, Values and Creed. The program aims to embed the principles of person-centred care which have been co-designed by our staff.

The person-centred care principles put the care and wellbeing of patients, residents, their families and carers at the centre of everything we do. There is a growing body of evidence* that demonstrates a link between good consumer experience and high quality health care including a demonstrated association between enhanced consumer experience and:

- reduced readmission rates
- reduced health care associated infections
- improved delivery of preventive care services
- improved adherence to treatment regimens, and
- improved functional status.

It's our aim that the person-centred care principles become the way in which our Mission, Vision, Values and Creed are brought to life in everything that our patients, residents and their families experience with us. By achieving this outcome, we will have a unique culture that distinguishes us from our peers (Figure 1).

* Australian Commission on Safety and Quality in Health Care: Quality Improvement Guide for implementing the National Safety and Quality Health Service Standards. Standard 2: Partnering with Consumers

86.2%
OVERALL SATISFACTION

76.1%
LIKELIHOOD OF PATIENT RECOMMENDING SVHA TO A FAMILY MEMBER OR FRIEND



Striving for
something
greater

person-centred care principles at work

Working with our experts: developing accessible written information for patients with communication difficulties, their families and the community.

The objective of this project was to ensure that all patients with communication difficulties were provided with written information that was easy to read and understand. In 2013, we identified that speech pathology brochures varied in written accessibility for patients due to language complexity, too much information and poor layout.

A set of guidelines for ensuring accessibility of written materials was developed for all department brochures based on current literature and benchmarking data. Twelve patient brochures on cognitive, communication and swallowing disorders were developed.

Patients and families were engaged in guiding development of the brochures through accessible questionnaires. Seventy-eight questionnaires were analysed. In total, 94% of people surveyed reported they could understand the information and 87% stated that there was enough information. In addition, 87% reported that the brochure style was appealing. These brochures are easily read and understood by people with communication difficulties, low health literacy and lower levels of literacy.

St Vincent's Hospital Melbourne Speech Pathology Department

Kathryn McKinley, Speech Pathology Manager
and Renee Heard, Senior Speech Pathologist

Keeping families connected in the 21st century

This project was aimed at developing and implementing an SMS System (SMS text message) that would provide reliable and efficient communication to a family/carer regarding the patient's progress through Mater Orthopaedic Day Surgery (MODS).

Day Surgery is a short and intense hospital experience, and by improving the way in which we communicate with the patient's family, we are hoping to keep them well informed and minimise their anxiety levels. This system would also reduce the amount of patient enquires received by MODS.

Our audit results overwhelmingly support that our objectives were achieved. This style of communication is effective and efficient; and our recommendation is to continue, and consider expanding this initiative to other areas such as overnight patients.

With society's growing reliance on communication technology (ie smart phones), this solution has the potential to be introduced into other SVHA facilities.

Mater Orthopaedic Day Surgery (MODS)

Lyndall Hornbrook, Clinical Nurse Specialist

111,000

Each year, our teams perform thousands of operations and see hundreds of thousands of patients. In 2015-16, SVHA performed more than 111,000 theatre procedures.

OVER **6,500**
JOINT REPLACEMENTS

OVER **5,800**
DELIVERIES

our care

St Vincent's Health Australia take great pride in the care we provide and believe that nothing is more important than keeping our patients and residents safe during their stay with us. We are taking the lead in ensuring that our patients, residents and their families have transparent information about how we perform against national safety benchmark standards, enabling informed decisions about care to be made. In 2015/16, we provided care for over 275,000 inpatients in our public and private facilities across a diverse range of services. The majority of the care we deliver is safe and effective.

Ensuring the best care for our patients and keeping our patients free from infections during their stay is paramount. Hand hygiene is the single most important factor in reducing hospital acquired infections. SVHA monitors how often staff wash their hands each time they enter the room of a patient, whilst they are in the room and when they leave. This is benchmarked with all other public hospitals and many private hospitals across Australia on the *MyHospitals* website. In June 2016, 82.2% of staff were observed to have washed their hands during the audit period which is 12% higher than the national target of 70%.

SVHA also monitors our numbers of Staphylococcus Aureus (SAB) infections every month. This is a micro-organism (bacterium) commonly found on the human skin. It is sometimes referred to as 'staph' or 'golden staph'. Whilst hand washing is the most important strategy to minimise these infections, they do occur in patients admitted for extended periods or undergoing surgical interventions. The national target for health organisations is less than two infections per 10,000 patient care days. SVHA has an internal target of less than 1.5 infections per 10,000 patient care days. In 2015-16, the SVHA rate across all public and private facilities was 0.48 infections per 10,000 patient care days. This is down from 0.8 infections the previous year, illustrating the infection control practices in place across the organisation are proving effective.

In 2015-16:

Hand hygiene: How clean are our hands: 82.2% - 12% higher than the national benchmark of 70%.

Infections: Infection rate of Staph Aureus Bacteraemia - 0.48 per 10,000 patient care days - less than half the infections identified in the previous 12 months. National benchmark is <2.0 infections per 10,000 patient care days.

100% of patients identified for urgent surgery (to be treated within 30 days) received their surgery on time

Striving for
something
greater



OUR CLINICAL RISK MANAGEMENT

SVHA has a strong culture of incident reporting with 32,645 clinical incidents reported across the public, private and aged care divisions. Of these, over 97% of incidents reported resulted in minimal or no harm, 66 incidents (less than 0.2%) resulted in serious harm or death and less than 3% resulted in moderate harm or temporary loss of function. A subset of these incidents are known as “never events”, extremely rare medical errors that SVHA believe should never happen to a patient. Since July 2015, SVHA has had nine such events. These are reported each month to our executive and Board via the SVHA ‘Scorecard’.

In the event of an incident or unexpected outcome for a patient or resident, each facility has systems and processes in place to review unanticipated outcomes and develop preventive measures to reduce the potential for recurrences.

Our staff then discuss with the patient and family members what happened and what could be done to reverse or alleviate any negative consequences. SVHA believes that open and honest communication about these events is crucial in maintaining trust with our patients.

Each case that results in serious harm or death is subject to a rigorous review known as a Root Cause Analysis investigation. The results from these investigations are reviewed and analysed at the facility and group level, to ensure actions are implemented and lessons learned are shared across the organisation.

Despite our efforts in developing and implementing systems of reliability and the best intentions of our staff, there are times when things may not go as expected and our responses may not meet the patient, family or public’s expectations. Ensuring we continue to encourage our staff to report incidents and strive to be open and transparent is paramount to a culture of safety and improvement. This is essential to ensure we identify system vulnerabilities and take action to prevent similar events occurring again, thus maintaining the trust of those who put their lives in our hands every hour, day, week and month of the year.

St Vincent’s Hospital Sydney chemotherapy under-dosing

“The first six months of 2016 have been amongst the most testing in St Vincent’s Hospital’s 160-year history. With a doctor’s off-protocol prescription of chemotherapy to a group of head and neck cancer patients, we failed to meet the high standards we set ourselves. Of course, such difficulty pales in comparison to the distress experienced by patients and families: it has delivered an extra and unnecessary source of anxiety and uncertainty. To those patients and families, we cannot apologise enough. We say again publicly: we are deeply and sincerely sorry for letting you down. We also take responsibility for putting things right so that something like this never happens again. To that end, since NSW Health’s reports were published, we have implemented the recommendations that relate to the hospital’s operations. We have followed up with patients and reviewed and changed our processes. We have redoubled our efforts at improving workplace culture, fostering a spirit of challenge and inquiry when it comes to clinical decisions. We have put in place a world standard cancer electronic medical record and prescribing system that updates new dosage protocols. This is just the beginning of a long-term effort to make amends for a distressing episode and restore public confidence and trust.”

Toby Hall

Group Chief Executive Officer
St Vincent’s Health Australia

The Sydney Psychogeriatric SOS project won the 2016 Mental Health Matters Award for Excellence in Service Delivery. This award was designed to recognise the achievements of individuals and organisations who have worked to improve understanding, awareness, service provision and the general mental health of communities in NSW over the past 12 months.

our innovative and excellent care

SVHA remains committed to pursuing excellence and ensuring that the right care is provided to the right patient, resident and client at the right time, in the right location and is based on the best available evidence. We believe that whilst keeping our patients safe during their stay, ensuring we continue to provide innovative and excellent care is paramount to our Mission, Vision, Values and Creed.

Telehealth is widely acknowledged as an under-utilised service delivery option that should be more actively pursued to improve access to health care for all Australians. Across SVHA improvements in technology offers the opportunity to transform the way in which health care is delivered.

This year in our Innovation and Excellence awards, we received submissions from both St Vincent’s Public Hospital Melbourne and Sydney where this technology has been enhancing the care for their patients. In Melbourne, the program has been introduced to assist patients undergoing elective joint surgery. This patient-focused model of care also aligns closely with the SVHA Mission and Values demonstrating high patient satisfaction and cost savings to both the patient and health care network.

In Sydney, the team has developed partnerships with three NSW Local Health Districts using telehealth facilities to enhance access, expertise and provide valuable support and skills to isolated and under-resourced clinicians in rural areas. The Psychogeriatric SOS (services on screen) is a unique, effective and efficient e-health service that assists clinicians to manage their vulnerable older patients. This unique model of e-health is providing greater efficiency and improved cost-effectiveness, capacity building within the rural health workforce, and the potential applicability of this model beyond psychogeriatrics – in other branches of mental health, palliative care, rehabilitation, and aged care.

Striving for
something
greater

the Ethos Program *inspired to shine*

External scrutiny of the health sector has highlighted that we are failing to respond effectively to entrenched cultures and behaviours that put the health and safety of staff and patients at risk.

The pressures of modern health care often reduce complex care giving relationships into a series of demanding tasks performed under severe time and financial constraints. In this high pressure environment, staff can be treated with disrespect including emotional abuse, bullying, learning by humiliation, fear, intimidation, ignoring, isolating, yelling, put-downs and humour at others' expense. These behaviours are often accepted as normal and this 'normalisation of deviance' saps the joy and meaning from work and disables teamwork.

There is now a well-established link between a lack of respect/teamwork and patient safety outcomes such as surgical complications, hospital acquired infections and medication errors.

Better management of disrespectful and inappropriate behaviour, early intervention and improved accountability will support a culture of safety and the delivery of safer, more reliable health care. This requires a change in culture and a redesign of the current structures and processes for dealing with inappropriate behaviour, as well as training for leaders, managers and staff in the skills required to prevent and respond to inappropriate behaviour. In addition, staff need to feel safe to speak up. They need to feel supported and encouraged because safety is built into the system.

SVHA is committed to culture change that will result in a kinder, safer and more reliable health care system. We have embarked on a program of culture change called 'the Ethos Program – Inspired to Shine'. The program includes the development of a tiered accountability model based on the principles of the Vanderbilt Promoting Professional Accountability model, a customised package of resources and training and a reporting system that allows anonymous reporting.

One of the key pillars of the Ethos Program is timely feedback delivered by peers, which has been shown to be effective at promoting self-reflection and behavioural change. It is through this feedback and reflection that culture change occurs, one conversation at a time.

For too long, culture has remained an unrecognised driver of patient and staff safety. It is time to reset normal.

Last year, the Royal Australasian College of Surgeons (RACS) established an Expert Advisory Group to examine the issues of discrimination, bullying and sexual harassment in the surgical profession. SVHA put forward a set of recommendations to tackle the problem which RACS fully embraced and we began talking to RACS about how we might work together to address the issue within our own hospitals so we can have a consistent and truly great culture.

In July 2016, SVHA and RACS signed a Memorandum of Understanding (MoU) to improve patient safety and deal more effectively with reports of discrimination, bullying and sexual harassment within the surgical workforce. This is the first such agreement RACS has made with a national health care organisation. SVHA continues to work with other professional and regulatory bodies to establish collaboration and partnerships, recognising that culture change of this magnitude cannot be undertaken in isolation.

best people in health and ageing

We employ more than 18,000 people who together are serving, seeing and striving for something greater. Our Mission can only be achieved through our people.

Inspired to Lead

We are 'Inspired to Lead' others and ourselves in service to our Mission. We acknowledge that the source of our inspiration are the people around us – each valuable and worthy of our utmost care and respect.

We are committed to investing in our people so they can continue delivering our Mission by improving their capabilities, offering more career paths, allowing for personal growth and seeing a more exciting future.

We prioritised the following people-focused initiatives over the past 12 months.

Learning and development

In line with our commitment to the development of our people, we appointed a Group Learning and Development Manager to work across all facilities to enhance consistency, reduce duplication of effort and drive innovation and excellence.

A Group Learning and Development Strategy was launched that supports enVision2025, ensuring staff are educated and supported to provide excellent care and sustain the innovation and growth required to be a leading health services provider.

Our leaders are key to the success of this strategy. The rollout of the Frontline Development Program is progressing, providing a consistent approach to management and leadership for frontline managers and supervisors. Early evaluation from participants in the program and their managers demonstrates overwhelmingly positive outcomes and highlights the value of focusing on the development of our leaders.

Safety of our people

In each of our last two annual reports, we have highlighted our focus on improving the safety of our people. Workplace safety is now in all our strategic and operating plans, but more importantly, making the workplace safer is now part of our culture. One of our key measurements of safety performance is our Lost Time Injury Frequency Rate (LTIFR) and it continues to improve each year.

SVHA LTIFR average measures 2014-15 and 2015-16

AREA	2014-15	2015-16
PUBLIC HOSPITAL DIVISION	13.96	9.16
PRIVATE HOSPITAL DIVISION	10.27	6.32
AGED CARE DIVISION	12.37	7.54
OVERALL	12.55	8.00

To achieve this improvement, we have put in place programs and initiatives at every level of the organisation. The Board approved changes to the National Work Health & Safety (WH&S) Policy, which mandates the practice of safety rounding by executives, incident investigations for all Lost Time Injuries and serious near misses and an executive presence at all WH&S committees.

Each divisional CEO meets with the Group CEO and Group General Manager People & Culture twice a year to present their division's Safety Business Plan. This plan discusses the risks and how they will be addressed, achievements to date and initiatives planned going forward.

Managers at every level are focused on ensuring the staff they manage are safe. It is now expected that the safety of staff is discussed at the start and end of each shift and any staff member who raises a concern receives immediate care.

Employment Parity Initiative

St Vincent's Health Australia is strongly committed to Closing the Gap for Aboriginal and Torres Strait Islander people. As part of our Reconciliation Action Plan, in 2015 SVHA signed on to the Department of Prime Minister and Cabinet Employment Parity Initiative, known as parity employment. The initiative aims to increase the number of large Australian companies with a workforce reflective of the size of the Indigenous population. This means identifying, attracting and increasing the number of Aboriginal and Torres Strait Islander people applying for roles across the SVHA group.

Our commitment to parity also means playing a greater role in the delivery of exceptional service, and providing healing and care to the community at large, and in particular to those Aboriginal and Torres Strait Islander people and communities we serve.

Our Indigenous Employment Strategy and Plan were designed in collaboration with Social Ventures Australia. To ensure the plan is well executed we have employed three Human Resources and Indigenous Program Specialists across our Public, Private and Aged Care Divisions.

We currently employ 63 (0.37%) Aboriginal and Torres Strait Islander staff as doctors, health workers, registered nurses and shared support roles across the organisation in three states. As part of our ongoing commitment to parity employment, we aim to employ a total of 500 Aboriginal and Torres Strait Islander staff over the next five years. We continually look for ways to attract, employ, train, develop, retain and improve the career opportunities of our Aboriginal and Torres Strait Islander workforce consistent with our Mission and Values.

Engagement of our people

To better understand what is working well at SVHA and where we can improve, we undertook an engagement survey of all our staff. This year we partnered with Gallup to design and deliver the survey. This allowed us to access one of the strongest databases of health and aged care organisations so we can compare ourselves to the very best.

From the survey, we heard from staff that the top four areas that we can improve upon as an organisation are:

1. **Enhancing our provision of resources and materials**
2. **Further developing our manager capability**
3. **Aligning our people to our Mission**
4. **Further strengthening leadership engagement**

The results of the survey were communicated to staff together with action planning tools to address the suggestions staff have made to improve the workplace.

ST VINCENT'S NURSES AWARDED FOR PATIENT CARE

Three nurses at St Vincent's Private Hospital in Toowoomba received a prestigious award for their outstanding contribution to the delivery of patient care and promotion of perioperative nursing. Paula Deignan-Ekelund, Cathy Watson and Rhonda Nash, along with University of Southern QLD Researcher Dr Nicholas Ralph won the Australian Council of Operating Room Nurses (ACORN) Excellence in Perioperative Nursing team award for 2016.

Their project was on regulating patient's body temperatures during surgery to ensure improved surgical outcomes. Research has proven that keeping patients warm in surgery is highly beneficial and reduces potential complications from being too cold.

The team are part of a broader project across St Vincent's Health Australia which includes public and private hospitals in Melbourne, Sydney, Brisbane and Toowoomba.

Dr Nicholas Ralph, the co-ordinating site researcher, said the research initiative is helping deliver world-class care to patients undergoing surgery.

"By collaborating with internationally renowned institutions across Australia, we know that patients at St Vincent's Private Hospital Toowoomba are receiving the highest standard of nursing care possible," he said.

[from left]
St Vincent's Private Hospital
Toowoomba CEO Kathryn
McKeefry with Rhonda Nash,
University of Southern QLD
Researcher Dr Nicholas Ralph,
Cathy Watson and Paula
Deignan-Ekelund.



Striving for
something
greater

Workforce profile

Gender breakdown by facility
and total average for SVHA

	FEMALE	MALE
Holy Spirit Northside Private Hospital	81%	19%
Mater Hospital North Sydney	83%	17%
SVHA Group Office	53%	47%
St Vincent's Aged Care Division	85%	15%
St Vincent's Hospital Melbourne	73%	27%
St Vincent's Hospital Sydney	66%	34%
St Vincent's Private Hospital Brisbane	82%	18%
St Vincent's Private Hospital Melbourne	83%	17%
St Vincent's Private Hospital Sydney	75%	25%
St Vincent's Private Hospital Toowoomba	85%	15%
TOTAL - AVERAGE	76%	24%

Current length of service

AVERAGE TENURE	7 YEARS
1-5 years	10,893 EMPLOYEES
6-10 years	3,484 EMPLOYEES
11-15 years	2,007 EMPLOYEES
16-20 years	1,023 EMPLOYEES
21-30 years	939 EMPLOYEES
31-40 years	235 EMPLOYEES
41-46 years	20 EMPLOYEES
47 years	2 EMPLOYEES

Volunteers

(numbers current as of 2016)

St Vincent's Health Network Sydney	183
St Vincent's Hospital Melbourne	270
St Vincent's Private Hospital Melbourne	54
St Vincent's Private Hospital Sydney	84
Mater Hospital North Sydney	173
St Vincent's Aged Care Division	216
St Vincent's Private Hospital Toowoomba	122
Holy Spirit Northside Private Hospital	111

food for the soul

Manager of Food Services at St Vincent's Hospital Melbourne, Stephen Tippett was honoured with the Catholic Health Australia (CHA) Award for Emerging Leader 2015.

Stephen was given the award for his standout leadership qualities, his dedicated service to patients' health, his continued ability to provide strong but sensitive direction for staff with disabilities, and for his provision of exceptional care, in keeping with the Catholic mission.

As an outstanding young leader within the Catholic health care sector, Stephen, in his role of Manager of Food Services, believes the patient meal experience is an essential part of a patient's recovery and continued wellbeing and Stephen wants all staff to know it.

"Positive outcomes for patients are only achieved through the consistent engagement of our staff," he said. "We have to listen to our patients, each and every individual. It's about trust, the patient's trust in our ability to provide complete care for each individual."

When addressing delegates at the annual CHA Conference, Stephen told the story of a young woman who was soon to lose her tongue – and any ability to eat – to cancer. Upon being asked by the family of the woman to provide a cake for her birthday a few days before surgery, Stephen decided that he and his team were capable of much more and could provide a truly memorable meal for the woman and her family. A cake was not enough in his view – he wanted to make her favourite meal, lasagne, as well.

Stephen hand-picked a number of quality organic ingredients to make the meal as home-like as possible for the patient. "I wanted to make the best lasagne of my life – it's about providing lasagne when only the cake was asked for."

Stephen also won the highest accolade in the SVHA 2015 Innovation & Excellence Awards with his wonderful 'Food for the soul' patient meal initiative.



our governance

St Vincent's Health Australia (SVHA) is a group of not-for-profit non-listed public companies. The SVHA Board concurrently sits as the board of the seven subsidiary companies that operate our private and public health facilities and services and our aged care services. The Board endorses the Corporate Governance Principles and Recommendations established by the Australian Stock Exchange Corporate Governance Council. The principles of this document have been adopted into the SVHA Board Charter. This document may be viewed at www.svha.org.au.

All of the eight companies within the SVHA group are registered charities and, as such, are registered with and report to the Australian Charities and Not-for-profit Commission (ACNC). SVHA strongly supports the principles of the ACNC and welcomes its role in ensuring there is greater transparency and visibility for the Australian public regarding charities. SVHA has complied with all of the reporting requirements set out by the ACNC in the 2015-16 year.

The SVHA Board exists to ensure there is effective integration and growth of the mission of Mary Aikenhead Ministries throughout the health and aged care services and to govern the SVHA group of companies pursuant to the Corporations Act 2001 (Cth), the Australian Charities and Not-for-profits Commission Act 2012 (Cth), Canon law and all other relevant civil legislation. The Board must at all times operate within the Mary Aikenhead Ministries Ethical Framework and the Catholic Health Australia Code of Ethical Standards of Health and Aged Care Services in Australia (2001).

The Board also conducts itself and considers its decisions in accordance with the principles of Catholic Social Teaching, including:

- the dignity of the human person
- solidarity and service
- the common good
- a preference for the poor
- responsible stewardship of resources, and
- subsidiarity.

The Board is accountable for its key purpose to the Trustees of Mary Aikenhead Ministries. Mary Aikenhead Ministries builds on the charism and traditions of the Sisters of Charity and Mary Aikenhead, foundress of the Sisters of Charity. The Trustees are the Canon law and civil stewards of SVHA.

All directors serve as independent non-Executive directors and are appointed by the Trustees of Mary Aikenhead Ministries. Ten directors served throughout the 2015-2016 year. Biographies and special responsibilities of our Board Directors can be found on page 56 and 57 of this report.

The Board meets at least eight times per year. Board meetings take place across the three states in which SVHA operates with meetings being preceded by visits to SVHA facilities and services so that our directors can meet staff, patients, clients and partners and gain a greater understanding of the organisation's operations and functions.

A calendar of formation activities supports the spiritual development of our directors. The calendar is determined annually in collaboration with the Group Mission Leader and forms an integral component of the Board meeting schedule. This is further supplemented by attendance at activities and seminars conducted by Catholic Health Australia as well as interactions with local Bishops and parishes.

OUR BOARD COMMITTEES

The Board is supported by five standing Committees:

- Audit & Risk Committee
- Finance & Investment Committee
- Mission, Ethics & Advocacy Committee
- People & Culture Committee, and
- Quality & Safety Committee.

All Board Committees operate under their own Charter that is annually reviewed and approved by the Board. Committees are permitted to co-opt external experts as Committee members in order to assist them in their consideration of matters and decision making. External experts are appointed following approval by the full Board. SVHA is grateful to those individuals that have given their time, skills and expertise freely in order to ensure our Committees are operating at the highest level so as to meet the needs of those we serve.

Audit & Risk

The purpose of the Audit & Risk Committee is to ensure that effective audit, risk management and compliance systems are in place to protect SVHA's assets and to minimise the possibility of SVHA operating outside of legal requirements or beyond Board agreed risk parameters and ensuring the integrity of the SVHA Group statutory financial accounts.

Quality & Safety

The purpose of the Quality & Safety Committee is to ensure that clinical governance systems are in place to deliver safe, quality health and aged care services.

Finance & Investment

The main purpose of the Finance & Investment Committee is to ensure all SVHA group companies financially operate within accepted risk, legal, accounting, investment and solvency parameters. The other purpose is to guide the strategic investment strategy for the organisation and to ensure our companies and facilities achieve financial performance objectives.

Mission, Ethics & Advocacy

The purpose of the Mission, Ethics & Advocacy Committee is to ensure the mission is promoted and strengthened throughout SVHA whilst also advocating for the poor, disadvantaged and marginalised. The Committee aims to foster and strengthen links to the broader SVHA community, the Catholic Church, supporters and stakeholders.

People & Culture

The purpose of the People & Culture Committee is to set SVHA's standards of conduct and ensure that these are adhered to in order to protect stakeholders and safeguard the reputation of the company. The Committee oversees practice that ensures all SVHA operations meet best practice benchmarks in relation to people management, workplace relations and safety and employee development and performance. The Committee also plays a role in Board review and development, director appointments to related Boards and executive performance and remuneration.

Regional Advisory Councils

Our operations in Sydney and Toowoomba are supported by Regional Advisory Councils (RACs) and in Melbourne by The Friends of St Vincent's that consist of leaders and supporters from our broader community. The purpose of these is to assist the Board and Executive through the provision of advice, support and insight into the local community and health services. The RACs also provide strategic links to local Church, government and community resources so as to inform the Board and Executive in relation to the strategic direction of SVHA. Whilst there is currently no RAC constituted in Brisbane, the Brisbane health and aged care facilities have appointed community members to participate and contribute to peak hospital and health service committees.

Code of Conduct

All our people operate under a Code of Conduct that applies to the Board, the Executive, senior management and staff of SVHA. The Code is based on our four core values of compassion, integrity, excellence and justice. The Code identifies behavioural standards that reflect our values in action and assists in developing and maintaining trust between staff and management and our organisation and those we serve.

Delegations Manual

Trustees of Mary Aikenhead Ministries, the Board and the Executive operate within a set of approved delegated authorities which are codified as the St Vincent's Health Australia Delegations Manual. The Manual is currently under review to ensure it continues to meet the needs of the organisation and complies with Canon law and the principles of good stewardship.



[front row from left] Prof Maryanne Confoy RSC, Mr Brendan Earle, Mr Paul McClintock AO, Ms Patricia Faulkner AO, Prof Suzanne Crowe AM.
[back row from left] Mr Gary Humphrys, Dr Michael Coote, Mr Paul Robertson AM, Prof Peter Smith

our board

The St Vincent's Health Australia Board closely monitors the organisation's performance against our enVision2025 strategic plan. The Board ensures we strengthen and grow our Mission to bring God's love to those in need through the healing ministry of Jesus.

Mr Paul Robertson AM

First appointed in October 2009, appointed Chair in October 2012
Chair, St Vincent's Health Australia Group of companies
Chair, People and Culture Committee

Paul is a former Executive Director of Macquarie Bank with extensive experience in banking, finance and risk management. Paul is Chair of Social Ventures Australia, Chair of the Trustees of St Vincent's Hospital Sydney and holds several private company directorships.

Prof Maryanne Confoy RSC

First appointed in February 2012
Member, Mission, Ethics and Advocacy Committee
Member, People and Culture Committee

Prof Maryanne is a Religious Sister of Charity and Professor of Pastoral Theology at Pilgrim College, Melbourne University of Divinity, and a member of the Jesuit Theological Consortium. She is a Fellow of the Melbourne University of Divinity. Her governance roles have included member of the Australian Catholic University Senate and Chair of MCD Board of Postgraduate Studies. She is a Council member of Edmund Rice Education Australia, a member of the St Vincent's Foundation Board, of the Board of LUCRF Community Partnership Trust, and of The Way Community for Homeless Men.

Mr Brendan Earle

First appointed in October 2010
Member, Finance and Investment Committee
Member, Audit and Risk Committee

Brendan is a partner with the national law firm Herbert Smith Freehills. He has over 25 years' experience providing commercial legal advice across a range of industries. Brendan specialises in large or strategically important negotiated transactions including acquisitions, sales, joint ventures and corporate restructuring and acts as a relationship partner for several clients of the firm. Brendan has a long-standing interest in the Australian health care industry and has advised the Commonwealth Government, private insurers, aged care providers, private consulting practices and pharmaceutical manufacturers on a diverse range of projects.

Ms Patricia Faulkner AO

First appointed in October 2010
Deputy Chair, St Vincent's Health Australia Group of companies
Member, Quality and Safety Committee
Member, Mission, Ethics and Advocacy Committee

Patricia was a previous National Partner-in-Charge, Health Sector at KPMG and a previous Secretary of the Victorian Department of Human Services. She has held a number of roles with the Victorian Government over a period of almost 20 years in the Department of Labour and Department of Community Welfare Services. Patricia is Chair of The CRC on Sleep & Alertness, Jesuit Social Services and the National Health Performance Authority. She is a Member of the Commonwealth Grants Commission, and the Board of CEDA. Patricia is a Deputy Commissioner to the Victorian Government's Royal Commission into Family Violence and was recently appointed to the Victorian State Advisory Committee on Health.

Mr Gary Humphrys

First appointed in October 2010
Chair, Audit and Risk Committee
Member, Mission, Ethics and Advocacy Committee
Member, Finance and Investment Committee

Gary has almost 40 years of experience in senior executive roles covering a number of disciplines including finance and accounting, treasury, taxation, IT, procurement and audit in the energy and mining industries in both the public and private sector. Gary is Deputy Chairman of Ergon Energy Corporation Limited, Director of The Holy Spirit Northside Private Hospital Limited and HESTA superannuation. Gary has recently been appointed as Chair of the Audit & Risk Committee of Brisbane's South Bank Corporation.

Prof Peter Smith

First appointed in October 2010
Chair, Quality and Safety Committee
Member, People and Culture Committee

Peter is Dean of the Faculty of Medicine at the University of New South Wales. Professor Smith is a Director of the Garvan Institute of Medical Research (Chair, Kinghorn Centre for Clinical Genomics Committee), Neuroscience Research Australia, The Sax Institute of Health Research (chair, Research Governance Committee) and Ingham Health Research Institute. Peter is President, Medical Deans, Australia and New Zealand and a Group Captain, RAAF Specialist Reserve.

Mr Paul McClintock AO

First appointed in January 2013
Chair, Finance and Investment Committee

Paul was previously Chairman of Medibank Private Limited and is currently Chair of Myer Holdings Limited, I-MED Network, the Institute of Virology and NSW Ports. He is a Director of the George Institute for Global Health.

Paul served as the Secretary to Cabinet and Head of the Cabinet Policy Unit reporting directly to the Prime Minister as Chairman of Cabinet with responsibility for supervising Cabinet processes and acting as the Prime Minister's most senior personal adviser on strategic directions in policy formulation.

His former positions include Chairman of the COAG Reform Council, Thales Australia, Symbion Health, Affinity Health and the Woolcock Institute of Medical Research and directorships with the Australian Strategic Policy Institute. He has also served as Commissioner of the Health Insurance Commission.

Prof Suzanne Crowe AM

First appointed in January 2013
Member, Audit and Risk Committee
Member, Quality and Safety Committee
Member, Mission, Ethics and Advocacy Committee

Suzanne is a consultant physician in infectious diseases and general medicine at The Alfred since 1994. She has authored over 200 published papers, five books and 68 book chapters in the field. She is also an Associate Director of the Burnet Institute, Principal Research Fellow with the National Health Medical Research Council, Principal Specialist in Infectious Diseases at The Alfred Hospital and Adjunct Professor of Medicine and Infectious Diseases at Monash University, Melbourne.

Suzanne is Head of the international Clinical Research Laboratory at the Burnet Institute and the World Health Organization (WHO) Regional Reference Laboratory for HIV Resistance Testing and an adviser and consultant to the WHO Global Program on AIDS. She was recently appointed as a director of Avita Medical Limited and also to the Maddie Riewoldt Scientific Advisory Board. She has served as Deputy Chair of the Board of the Australian India Council (Department of Foreign Affairs and Trade), as a member of the Prime Minister's Science, Engineering and Innovation Council Asia Working Group and as President of the Australasian Society for HIV Medicine.

Sr Mary Wright IBVM (not pictured)

First appointed in October 2013
Member, Audit and Risk Committee
Chair, Mission, Ethics and Advocacy Committee
Member, People and Culture Committee

Sister Mary has extensive experience in leadership in Catholic Church institutions including the positions of School Principal Loreto College Ballarat and Loreto College, Kirribilli, Australian Province Leader (Loreto Sisters) and eight years in Rome as International Leader (Loreto Sisters) and has recently been appointed as a director of Loreto Ministries Limited. She has practiced in the area of Church law in Australia including lecturing at Yarra Theological Union and most recently in the Vatican in the Congregation for Institutes of Consecrated Life and Societies of Apostolic Life. Her specialty is in the area of institutional governance. Sr Mary is also a Trustee of Catholic Healthcare.

Dr Michael Coote

First appointed in August 2016
Member, Quality and Safety Committee

Michael has been on the Board of Mercy Health for the past nine years and Chair of the Board Quality Committee for four years. During this time, Mercy Health has grown in four states and expanded significantly into aged care. Michael is a clinician with research commitments and recently retired from the role of Clinical Director of Ophthalmology at the Royal Victorian Eye and Ear Hospital.

Ms Melissa Babbage

Retired December 2015
We thank Melissa for her valuable contribution as a director and dedicated service to our Mission.

our structure



TRUSTEES OF MARY AIKENHEAD MINISTRIES (TMAM)

ST VINCENT'S HEALTH AUSTRALIA (SVHA)

PRIVATE HOSPITALS

ST VINCENT'S CLINIC
(CO-LOCATED PARTNER FACILITY)

HOLY SPIRIT NORTHSIDE PRIVATE HOSPITAL
(JOINT VENTURE WITH HOLY SPIRIT MISSIONARY SISTERS)

ST VINCENT'S PRIVATE HOSPITAL FITZROY

ST VINCENT'S PRIVATE HOSPITAL SYDNEY
(MANAGED FOR THE SISTERS OF CHARITY)

ST VINCENT'S PRIVATE HOSPITAL TOOWOOMBA

ST VINCENT'S PRIVATE HOSPITAL BRISBANE

ST VINCENT'S PRIVATE COMMUNITY HOSPITAL GRIFFITH

ST VINCENT'S PRIVATE HOSPITAL EAST MELBOURNE

ST VINCENT'S PRIVATE HOSPITAL KEW

MATER HOSPITAL NORTH SYDNEY

PUBLIC HOSPITALS

ST VINCENT'S HEALTH NETWORK SYDNEY

ST VINCENT'S HOSPITAL MELBOURNE

ST JOSEPH'S HOSPITAL

SACRED HEART HEALTH SERVICE

ST VINCENT'S HOSPITAL SYDNEY

PRAGUE HOUSE
(A PUBLICLY FUNDED AGED CARE SERVICE RUN BY ST VINCENT'S HOSPITAL MELBOURNE)

CARITAS CHRISTI HOSPICE

ST GEORGE'S HEALTH SERVICE

AGED CARE

AUBURN HOUSE

CAMBRIDGE HOUSE

RIVERSIDE HOUSE

RESEARCH (CO-LOCATED RESEARCH INSTITUTES)

VICTOR CHANG CARDIAC RESEARCH INSTITUTE

ST VINCENT'S INSTITUTE OF MEDICAL RESEARCH

GARVAN INSTITUTE OF MEDICAL RESEARCH

KINGHORN CANCER CENTRE
(A JOINT VENTURE WITH GARVAN INSTITUTE AND ST VINCENT'S HOSPITAL SYDNEY)

our management

The SVHA Executive Leadership Team provides management and leadership of our Public Hospitals, Private Hospitals and Aged Care divisions. The Executive shape and implement the Board-approved strategy and execute the day-to-day operations of the organisation with the highest possible levels of safety, effectiveness, efficiency and concordance with our Mission. The Executive team meet monthly to consider and approve operational decisions delegated to them on matters of strategy, risk and Mission.



[seated from left] Mr David Swan, Mr Rob Beetson, Ms Abbie Clark, Ms Ruth Martin and Mr David Bryant.
[standing from left] Ms Lisa McDonald, Mr John Leahy, A/Prof Patricia O'Rourke, Mr Toby Hall and Dr Victoria Atkinson.

Mr Toby Hall

Group Chief Executive Officer

Toby commenced as Group CEO of St Vincent's Health Australia in April 2014. Prior to joining SVHA, Toby was CEO of Mission Australia – Australia's largest national community welfare services organisation. Toby has an extensive background working as a senior executive in the private, public and not-for-profit sectors. Toby's commitment to the poor and vulnerable, both in Australia and internationally, has seen him in leadership roles at World Vision and governance roles with two regional hospitals and health care services provider, Sterihealth.

A/Prof Patricia O'Rourke

CEO St Vincent's Public Hospitals Division

Patricia was appointed to the role of CEO of SVHA's Public Hospitals Division in September 2013. Prior to this, Patricia was the CEO of St Vincent's Hospital Melbourne for five years. Patricia has more than 20 years' experience in the health care industry, including nursing and senior management roles.

Mr John Leahy

CEO St Vincent's Aged Care Division

John started as CEO of SVHA's Aged Care and Shared Services Division in September 2013. Prior to this, John was the CEO of St Vincent's Health and Aged Care in Queensland and SVHA's Group General Manager Aged Care. In this role, John was responsible for SVHA's three private hospitals in Queensland, seven aged and retirement facilities as well as an extensive community care service.

Mr Rob Beetson

Group General Manager Corporate Governance

Rob was appointed to the role of SVHA's Group Manager Legal and Governance in August 2010. In October 2013, Rob became Group General Manager Corporate Governance with responsibility for all aspects of corporate governance including the monitoring of strategy and group operational planning. Rob has an extensive background in the health sector in clinical, education, executive, and risk management and governance areas. Rob is the Company Secretary for St Vincent's Health Australia Limited and its seven subsidiary companies.

Dr Victoria Atkinson

Group General Manager
Clinical Governance/Chief Medical Officer

Victoria joined SVHA in June 2015 with responsibility for developing a unified and integrated approach to clinical care and innovation across the organisation. Victoria has extensive experience in both clinical and management roles in tertiary health care organisations. Prior to joining SVHA, Victoria was a cardiothoracic surgeon and the Director of Medical Governance at Melbourne Health. In this role, Victoria had responsibility for development of the medical workforce, as well as management of quality and safety outcome monitoring and reporting, medico-legal and complex patient complaints and health service accreditation.

Mr David Bryant

Group General Manager People & Culture

David started with SVHA in April 2013 with responsibility for providing strategic leadership and direction to the human resources functions across the group. David's extensive experience covers the full scope of human resource management working with senior teams and boards in several major organisations including Qantas and Insurance Australia Group.

Ms Lisa McDonald

Group Leader Mission

Lisa started in her new role with SVHA in October 2016 with responsibility for leading St Vincent's growth and development in Mission. Prior to this, Lisa held the role of Director of Mission, St Vincent's Hospital Melbourne since 2011 where she was pivotal in the establishment of the hospital's Aboriginal Health Unit and increasing staff capacity to respond to the needs of vulnerable patients experiencing poverty through the Good Samaritan Fund.

Ms Ruth Martin

Group Chief Financial Officer

Ruth started at SVHA in July 2015 with responsibility for leading the financial strategy of the organisation. Ruth is a highly qualified CFO with more than 20 years' experience in senior finance roles across a diverse range of industries including Ruralco Holdings Ltd, Microsoft Australia, Stockland and Sydney Airport Corporation Limited. Ruth is a Chartered Accountant and spent the first part of her career with Ernst & Young.

Ms Abbie Clark

Group General Manager Public Affairs

Abbie joined SVHA in 2015 as Group Advocacy Manager. She was appointed as SVHA's Group General Manager Public Affairs in July 2016 to develop and promote our advocacy agenda, strengthen our engagement with federal and state governments and enhance our presence in the media on issues of importance to the people we serve, particularly the poor and vulnerable. Abbie has extensive experience in public policy and government having held various roles in the Federal Government.

Mr David Swan

CEO St Vincent's Private Hospitals Division

David commenced as CEO, St Vincent's Private Hospitals Division in October 2016. David has held a number of executive level roles in the health industry having worked in the public, not for profit and private health sectors in South Australia, Tasmania and New South Wales for the past 31 years. In his most recent role as Chief Executive at Department of Health, South Australia, David was directly responsible for South Australia's health system incorporating metropolitan and country hospitals, aged care beds and services, the mental health system, the State's Ambulance service and diagnostic services.

Mr Martin Day retired as CEO, St Vincent's Private Hospitals Division in June 2016 and Mr Jack de Groot resigned as Group Leader Mission in July 2016. We acknowledge the valuable contribution made by both Martin and Jack and thank them for their dedicated service to our Mission.



profile of our trustee

David Robinson

St Vincent's Health Australia is proud to serve as a ministry of the Catholic Church in Australia under the stewardship of Mary Aikenhead Ministries. David Robinson is Chairperson and Trustee of Mary Aikenhead Ministries. In this profile, he explains the Trustees and his role.

Who are the Trustees of Mary Aikenhead Ministries (TMAM)?

As TMAM is a relatively new body in the Catholic Church I can understand the Trustees and their role are somewhat of a mystery to many people. There are currently seven Trustees. Two of the Trustees are Religious Sisters of Charity while the other five are non-religious, lay people or as I like to refer to us, 'ordinary' people. The Trustee role is a part-time one and all of us have 'other lives' in either commerce, health, education, social welfare, law, governance or justice to name a few.

What are the roles and responsibilities of TMAM?

TMAM is an autonomous, ecclesial, corporate body (called a Public Juridic Person) recognised in Civil Law and Canon (or Church) Law. We were established by the Holy See in Rome on application by the Sisters of Charity in Australia. The Trustees are directly accountable to the Vatican in Rome – we report annually and presented ourselves personally in 2011. The role of a Trustee is to ensure the works of Mary Aikenhead Ministries are conducted in accordance with the teaching, discipline and law of the Catholic Church, to continue the mission of Jesus Christ on earth and to further the works previously conducted by the Sisters of Charity building upon the gift and the tradition of the Sisters in service of the poor and vulnerable.

You have been Chairman and Trustee of Mary Aikenhead Ministries for seven years. What would you say have been your proudest moments during your tenure?

I was privileged to be appointed as an inaugural Trustee at the beginning of 2009 and appointed Chair in 2012. I will come to the end of my final term as a Trustee on 31 December 2017.

My time as Trustee has been full of very joyous moments and any personal pride comes from being associated with the inspirational people who do marvellous things on a daily basis as well as witnessing the culmination of creative initiatives which result in a new project or a new facility or research outcome. Strange as it may seem, I also feel joy at the compassionate way difficult issues are discerned and dealt with by the leaders within the ministries. My observation is that our leaders strive their utmost to act in accordance with our shared values at all times even at the most difficult and challenging times.

As Chairman and Trustee responsible for the St Vincent's Health and Aged Care Ministry, what aspects of the Sisters of Charity's important work do you see still resonate strongly within the Ministry today?

Faithful to the Sisters' traditions, these works are inspired by a deep commitment to the needs of the most marginalised and forgotten wherever they may be found. What springs from this are courageous and audacious actions from people with generous and open hearts. We all share a story as members of this wonderful tradition but there is more... we are called to create a new story. We are being called to advocate, to act, to discover new ways of being and doing, to respond to the signs of the times. I think SVHA's enVision2025 strategy resonates with those traditions and serving, seeing, striving for something greater is a guiding mantra for the future for all those who serve in our health and aged care ministry.

a pilgrim's tale

Each year, a small group of pilgrims from Mary Aikenhead Ministries visit Ireland to experience the history of the Sisters of Charity and their foundress Mary Aikenhead.

Rob Beetson, SVHA's Group General Manager Corporate Governance joined the 2016 pilgrimage and shared his experience.

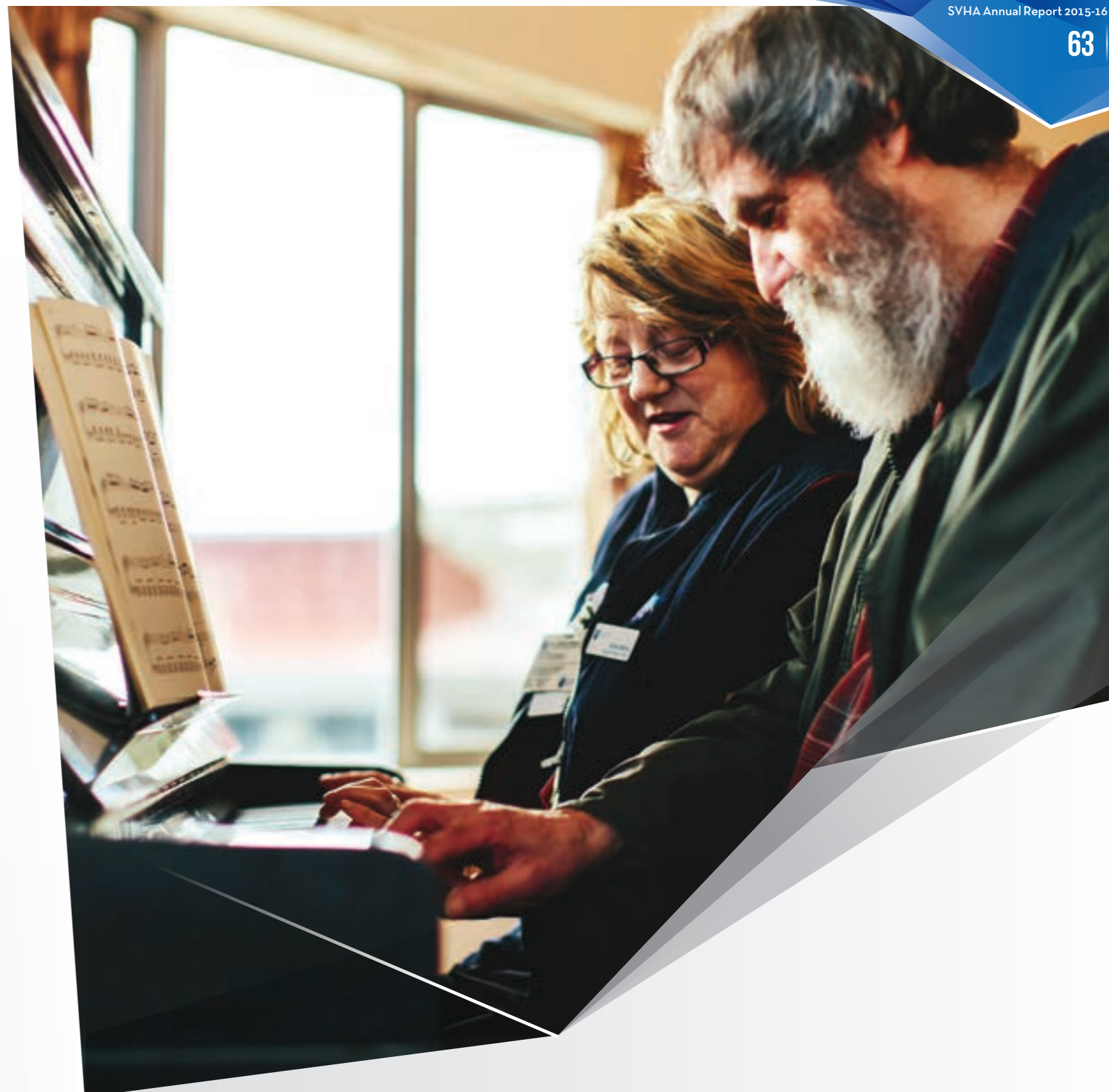
'The 10-day pilgrimage allowed us to experience the charism of the Sisters of Charity in its birth place and be reinvigorated and re-inspired by the ongoing work of the Sisters. Eleven pilgrims represented St Vincent's Health Australia, the Health Ministry of Mary Aikenhead Ministries. Representatives also attended from the Congregation and the Education Ministry.

'The pilgrimage took in Dublin, Cork, Galway, Knock and Glendalough and at each turn we were warmly welcomed and hosted by the Irish Congregation of the Sisters of Charity. It was evident that the charism of Mary Aikenhead and the Sisters was still alive and thriving as we heard stories of how the Sisters continue to walk with and work for the poor and the disadvantaged not only in Ireland but places as diverse as Africa, Los Angeles and Venezuela.

'The pilgrimage was an important reminder for all of us to take time out to reflect on the greater calling and opportunities that working at St Vincent's Health Australia affords us. With our busy working lives, it served as a gentle reminder that we are here to serve first and foremost and to ensure we see each and every person we encounter through God's eyes.'



Rob Beetson (fourth from left) with the Mary Aikenhead Ministries pilgrims in Ireland.



our
financials

our financials

Financial performance

St Vincent's Health Australia (SVHA) Group and partners generated revenue of \$2.2 billion. As a not-for-profit, SVHA Group and partners strive to make a surplus that allows us to plan for the extension of the Mission to meet the health care needs of the Australian community, to advocate for the poor and vulnerable, to replace assets and to reinvest in growing our healing ministry. We are on track to significantly strengthen and grow our Mission activities in hospitals and aged care.

GROWTH HIGHLIGHTS

During the year, we completed a refinancing of our debt facilities to provide the required capital to invest in growth. The new \$300 million bilateral banking facility is with three lenders under individual facilities with the benefit of a common terms deed.

The review of all facilities at the St Vincent's Darlinghurst campuses in Sydney continues. This includes the development of a coherent plan covering the future needs of our public and private hospitals on the site and the needs of our research partners.

Private Hospitals Division

The new St Vincent's Private Community Hospital Griffith officially opened in September 2016, bringing together a private hospital and clinical learning and teaching centre and improving access to health services for the people of Griffith and the Riverina.

Our Private Hospitals Division is currently investing in:

- the development of a new 48 bed private hospital at Werribee in Victoria (\$67.5 million)
- a new East Wing at St Vincent's Private Hospital Sydney providing an additional 48 beds (\$88.5 million) with plans to refurbish the existing hospital which the group manages on behalf of the Sisters of Charity.
- St Vincent's Private Hospital Toowoomba will begin construction on a \$30 million theatre redevelopment (six new theatres)
- A 21 bed extension of St Vincent's Private Hospital East Melbourne (\$6.5 million); and
- Planning continues for the redevelopment and extension of St Vincent's Private Hospital at Fitzroy.

Public Hospitals Division

The first hospital-based multi-disciplinary, robotics and engineering centre in Australia, the Aikenhead Centre for Medical Discovery (ACMD) 3D Bio-fabrication Centre was officially opened at St Vincent's Hospital Melbourne on 6 October 2016. The centre is designed to bring key researchers and clinicians together to explore real-time

development and production of replacement body parts, which can be surgically implanted into patients. Partners including St Vincent's Hospital Melbourne and four partners are funding the \$3 million construction costs of the centre.

Construction of a six-bed Emergency Department Psychiatric, Alcohol and Non-prescription Drug Assessment (ED PANDA) unit at St Vincent's Hospital Sydney is expected to commence in late 2016. The unit will provide treatment for patients presenting with co-morbid mental health and drug and alcohol conditions. The project has received in principle funding committed by the NSW state government over two years and is expected to be completed in late 2017.

St Vincent's Hospital Sydney recently transformed its previously non-medicated withdrawal service into a 20-bed unit staffed with a focus on withdrawal management, stabilisation and ongoing treatment planning. It is also relocating its renal ambulatory care unit which will provide increased capacity for dialysis services due for completion in late 2016.

Aged Care Division

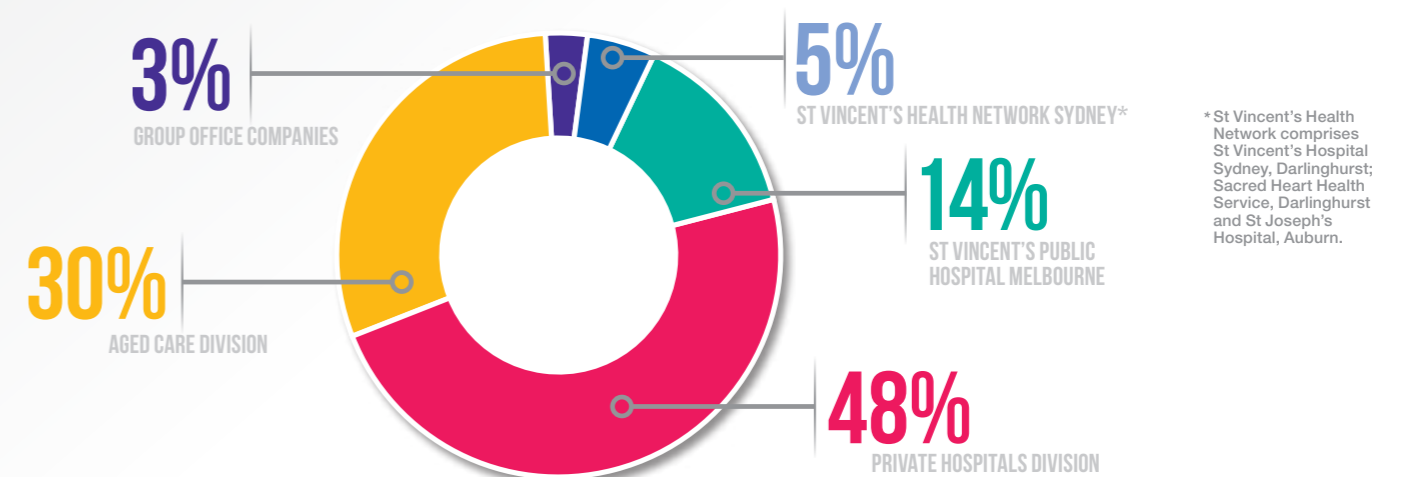
In November 2016, we will open our new Sydney aged care facility, St Vincent's Care Services, Bronte offering premium on-site services, amenities and accommodation as well as the very best in care and support services.

We acquired facilities at Eltham in Victoria and Edgecliff in New South Wales on 1 July 2015. These facilities were successfully transitioned and improvement works undertaken, including refurbishment works at Eltham. The acquisition of Lourdes Home for the Aged in Toowoomba and Arundel in Queensland were completed on 1 July 2016.

The Aged Care Division is investing in the construction of aged care facilities at Maroochydore in Queensland and Werribee, Victoria (co-located with St Vincent's Private Hospital Werribee). Capacity has been increased at existing facilities in Southport and Mitchelton which include dedicated dementia units. Building works were completed at the Southport facility with Mitchelton on track for completion in November 2016.

OUR CAPITAL INVESTMENT

The SVHA Group and partners invested **\$190.2 MILLION** in capital investment (2015: \$89.6 million)



* St Vincent's Health Network comprises St Vincent's Hospital Sydney, Darlinghurst; Sacred Heart Health Service, Darlinghurst and St Joseph's Hospital, Auburn.

The SVHA Group and partners invested \$190.2 million (2015: \$89.6 million):

- 50% of this in the Private Hospitals Division
- 30% in the Aged Care Division as represented above.

OUR INVESTMENT IN MISSION

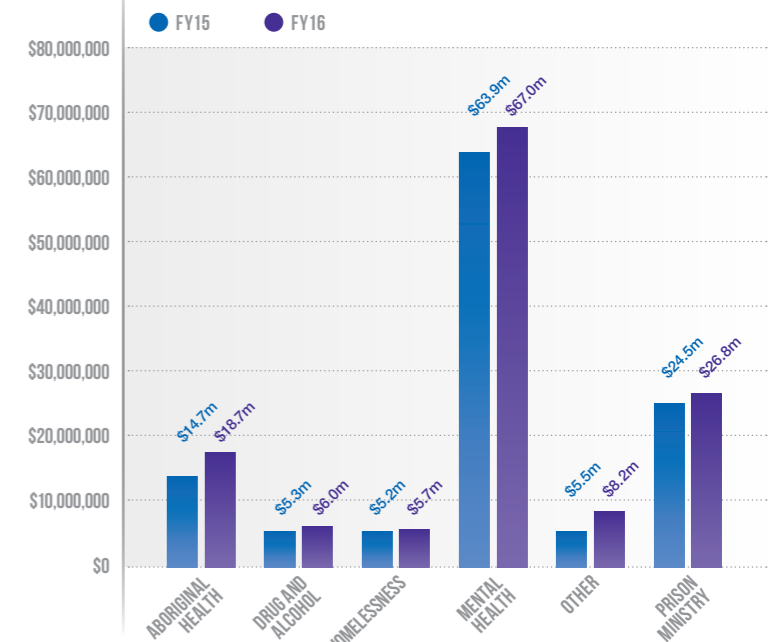
In *servicing something greater*, our Mission investment, in line with our enVision2025 strategy, has prioritised five key groups:

- people with mental illness
- drug and alcohol dependence
- health needs of people that are homeless
- Aboriginal and Torres Strait Islander people, and
- health needs of prisoners.

Our Mission investment this year has totalled \$132.5 million, an increase of 11% on the prior financial year. This significant increase in services, which is core to growing our Mission, has been boosted by support from state and commonwealth governments.

A significant proportion of the 11% increase can be attributed to the growth in services for patients with mental illness in Melbourne, which accounts for approximately half of our overall investment this financial year, as well as Aboriginal patient services in both Sydney and Melbourne.

MISSION INVESTMENT: ENVISION2025 PRIORITIES



Assumptions: 1. Aboriginal Health includes all Aboriginal identified patients
2. Mental Health is excluding Aboriginal patients and prisoners
3. Other includes funds forgone (including overseas patients), asylum seekers, refugees, aged care supplement

our financials

PROFIT OR LOSS

	STATUTORY GROUP ¹		MANAGED GROUP ²	
	2016	2015	2016	2015
	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Revenue	1,847,482	1,727,936	2,185,673	2,063,693
Other income	25,710	24,174	21,110	27,196
Total revenue and other income	1,873,192	1,752,110	2,206,783	2,090,889
Employment costs	1,125,532	1,066,545	1,277,527	1,210,095
Goods and services	587,955	539,144	724,085	683,918
Finance costs	17,975	19,760	18,901	21,577
Depreciation and amortisation	68,749	68,855	83,573	82,818
Other expenses from ordinary activities	45,966	44,934	50,190	51,473
Total expenses	1,846,177	1,739,238	2,154,276	2,049,881
Share of net surpluses of investments accounted for using the equity method	6,918	5,674	746	799
Operating surplus	33,933	18,546	53,253	41,807
Capital funding	11,500	3,678	11,127	6,141
Reversal of impairment of residential aged care bed licences	0	1,745	0	1,745
Fair value of contributed assets	7,442	0	7,442	0
Total surplus	52,875	23,969	71,822	49,693
Other comprehensive income	(752)	25	(752)	25
Total comprehensive income	52,123	23,994	71,070	49,718

¹ These figures have been extracted from SVHA's full consolidated financial statements, which are available on the Australian Charities and Not-for-Profits Commission website. The full consolidated financial statements were given an unqualified opinion by our auditors. The statutory group includes SVHA and its subsidiaries including St Vincent's Curran Foundation, St Vincent's Clinic and The Trustee for St Vincent's Clinic Foundation but excluding St Vincent's Private Hospital Sydney and equity accounting The Holy Spirit Northside Private Hospital.

² The managed group includes St Vincent's Private Hospital Sydney and Holy Spirit Northside Private Hospital who are partners in our health care mission. St Vincent's Private Hospital Sydney is managed on behalf of the Sisters of Charity. Holy Spirit Northside Private Hospital is a 50% joint venture with the Holy Spirit Sisters which is included in the managed group at 100%.

St Vincent's Health Australia (SVHA) Group and partners generated revenue of: **\$2.2 BILLION**

BALANCE SHEET

	STATUTORY GROUP ¹		MANAGED GROUP ²	
	2016	2015	2016	2015
	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Cash and cash equivalents ³	117,273	162,149	161,435	198,560
Trade and other receivables	125,918	113,134	173,966	153,561
Inventories	24,014	20,641	30,644	27,182
Investments ³	166,464	154,118	166,464	154,118
Current assets	433,669	450,042	532,509	533,421
Property, plant and equipment	1,012,920	897,319	1,110,731	998,981
Investment properties	27,829	27,815	27,829	27,815
Intangible assets	85,820	81,941	85,820	81,941
Investments ³	60,393	58,837	60,393	58,837
Other	56,399	49,473	36,276	38,047
Non-current assets	1,243,361	1,115,385	1,321,049	1,205,621
Total assets	1,677,030	1,565,427	1,853,558	1,739,042
Trade and other payables	213,013	194,163	241,526	212,228
Accommodation bonds and payables	160,607	120,686	160,607	120,686
Member loan	4,829	4,852	4,829	4,852
Borrowings	67,516	62,454	16,216	23,019
Provisions	254,346	232,236	283,791	258,373
Current liabilities	700,311	614,391	706,969	619,158
Payables	16,065	17,615	10,008	15,991
Member loan	81,382	80,941	81,382	80,941
Borrowings	91,612	113,759	132,694	168,317
Provisions	33,879	26,073	37,057	29,267
Non-current liabilities	222,938	238,388	261,141	294,516
Total liabilities	923,249	852,779	968,110	913,674
Net assets	753,781	712,648	885,448	825,368

CONSOLIDATED CASH FLOW STATEMENT

Net cash inflows from operating activities	109,882	116,190	160,846	149,675
Net cash outflows from investing activities	(120,438)	(73,353)	(146,033)	(66,708)
Net cash flow used in financing activities	(34,320)	(9,628)	(51,577)	(48,627)
Net increase/(decrease) in cash	(44,876)	33,209	(37,124)	34,340

³ Combined cash and investments balances includes funds tied to specific purposes or held in trust and can only be spent accordingly. The analysis of cash and investments is as follows:

Free	112,858	149,700	153,025	180,450
Tied	231,472	225,404	235,267	231,065
	344,130	375,104	388,292	411,515

our facilities and services

PUBLIC HOSPITALS

SACRED HEART HEALTH SERVICE	Darlinghurst, New South Wales	Sacred Heart Health Service is a publicly funded sub-acute facility, co-located with St Vincent's Hospital Sydney. The service is one of Australia's largest and leading palliative care and rehabilitation providers and offers inpatient and outpatient services. Sacred Heart also incorporates the Cunningham Centre for Palliative Care – an academic centre that offers palliative care professional development opportunities and research in medicine, nursing and allied health.
ST JOSEPH'S HOSPITAL	Auburn, New South Wales	St Joseph's Hospital is a major sub-acute public hospital in western Sydney with core services in palliative care, medical rehabilitation, aged care and aged care psychiatry, support groups and outreach programs.
ST VINCENT'S HOSPITAL SYDNEY	Darlinghurst, New South Wales	St Vincent's Hospital is a full service acute teaching public hospital. The hospital provides significant training and research activities and centres of excellence in heart and lung transplantation, bone marrow transplantation, cardiology, cancer, acquired immune deficiency syndrome/HIV, respiratory medicine, mental health and drug and alcohol services.
CARITAS CHRISTIE HOSPICE	Kew and Fitzroy, Victoria	Caritas Christi Hospice provides specialist multidisciplinary palliative care inpatient, ambulatory care and bereavement support at two inner Melbourne campuses, Kew and Fitzroy. Caritas Christi Hospice is a significant state-wide provider of afterhours telephone support service to community palliative care and provides a comprehensive palliative care teaching and training program for health professionals.
ST GEORGE'S HEALTH SERVICE	Kew, Victoria	St George's Health Service is integral to the operation of St Vincent's Hospital Fitzroy, acting as a recipient of onward referrals. The sub-acute service provides a comprehensive aged care service, including inpatient care, evaluation and management, residential aged care, rehabilitation, acute psychiatry, as well as a broad range of community-based assessment and treatment services.
ST VINCENT'S HOSPITAL MELBOURNE	Fitzroy, Victoria	One of five A1 tertiary hospitals in Melbourne, St Vincent's Hospital Melbourne provides general and specialist medical and surgical state wide services, and extensive training and research. The hospital has extensive networks with outer metropolitan and rural and regional Victoria to provide specialist tertiary referral services. The hospital is a major provider of correctional health services, including 10 tertiary service beds in a secure ward at Fitzroy and 50 beds located in correctional facilities. It owns and operates a private pathology network, private radiology services, general practice services, dialysis and BreastScreen satellite sites. St Vincent's Hospital Melbourne operates an area mental health service for the northern and eastern corridors of metropolitan Melbourne. The service has 44 acute beds (including five state-wide aboriginal beds), a 20-bed Community Care Unit in North Fitzroy, a 10-bed Prevention and Recovery Care Service and continuing care/acute community services. State-wide and regional services include a community based Eating Disorders service, the Victorian Dual Disability Service, Nexus Dual Diagnosis Service and Victorian Transcultural Mental Health.

Our facilities and services

PRIVATE HOSPITALS

MATER HOSPITAL NORTH SYDNEY	North Sydney, New South Wales	Mater Hospital is a 231-bed private acute hospital that provides a wide range of general and specialist medical and surgical services. The primary clinical service lines are maternity and women's health, orthopaedic focusing on joint replacement, bone and sports injuries, cancer services and heart, lung and vascular services. The hospital is a teaching facility of the University of Sydney, Notre Dame, University of Tasmania and Australian Catholic University, and is co-located with Mater Clinic and Poche Centre which houses the Melanoma Institute Australia.
ST VINCENT'S PRIVATE HOSPITAL SYDNEY	Darlinghurst, New South Wales	St Vincent's Private is a full service acute hospital, providing a wide range of general and specialist medical and surgical services as well as a young adult mental health service. The hospital is a leader in areas including cardiac care, cancer, neurosurgery, orthopaedics, head, neck and reconstructive surgery, urology laser, laparoscopic and robotic surgery. St Vincent's Private is a teaching hospital of UNSW, Notre Dame, University of Tasmania and Australian Catholic University. The hospital is co-located with both St Vincent's Clinic and St Vincent's Public Hospital Sydney.
HOLY SPIRIT NORTHSIDE PRIVATE HOSPITAL <i>(A partnership with the Holy Spirit Missionary Sisters)</i>	Chermside, Queensland	Holy Spirit Northside Private Hospital is an acute tertiary private hospital providing comprehensive critical care in specialist areas such as cardiac, cancer and orthopaedic services. The hospital has eight operating theatres, two cardiac catheter laboratories, a 15-bed ICU, a day procedural and endoscopic unit, a 17-chair day oncology unit and a 24-hour, private emergency centre – all fully equipped with the most advanced technologies.
ST VINCENT'S PRIVATE HOSPITAL BRISBANE	Brisbane, Queensland	A sub-acute facility offering services in chronic disease management including palliative care both in the hospital and within the community, general medicine, geriatric medicine, neurosciences plus a comprehensive range of chronic pain management and rehabilitation services. The hospital has a multidisciplinary approach to care which is complimented by facilities that have been purpose built to allow for the advanced technologies utilised in the care of people with chronic disease.
ST VINCENT'S PRIVATE HOSPITAL TOOWOOMBA	Toowoomba, Queensland	An acute private facility, the hospital provides orthopaedic surgery, general and advanced surgical and medical services, specialist inpatient paediatric unit and neonatal special care nursery, obstetric and gynaecology services, 24-hour emergency service, day surgery and procedural unit, specialist adult intensive care and coronary care unit.
ST VINCENT'S PRIVATE HOSPITAL EAST MELBOURNE	East Melbourne, Victoria	The hospital is an acute care leader in orthopaedic care and other key specialties including ear, nose and throat care, urology, ophthalmology, plastic reconstructive surgery, medical oncology, paediatric care and breast care and rehabilitation.
ST VINCENT'S PRIVATE HOSPITAL FITZROY	Fitzroy, Victoria	St Vincent's Private Hospital is a full service acute care hospital and a leading provider of private cardiovascular, neurosciences, maternity and orthopaedic services in Melbourne. The hospital provides gynaecology services, eye care, gastrointestinal and hepatobiliary care, plastic and reconstructive care, urology care, oncology and haematology. It has a day procedure unit, two cardiac catheter laboratories, intensive care unit, and an endovascular laboratory.
ST VINCENT'S PRIVATE HOSPITAL KEW	Kew, Victoria	St Vincent's Private Hospital Kew primarily provides orthopaedic services, ophthalmology and reconstructive plastic surgery.
ST VINCENT'S PRIVATE COMMUNITY HOSPITAL GRIFFITH	Griffith, New South Wales	St Vincent's Private Community Hospital Griffith has 20 overnight beds and 20 bed recovery and admission/discharge beds/chairs. The hospital has two operating rooms and a procedure room and operates key support services in tandem with the neighbouring Griffith Base Hospital. Additionally the hospital houses six consulting suites to facilitate on-site specialist consultation as well as the Murrumbidgee Clinical Teaching and Learning Centre, providing education facilities and accommodation to support innovative multidisciplinary clinical teaching and learning.

our facilities and services

AGED CARE SERVICES

<p>ST VINCENT'S CARE SERVICES:</p> <p>Queensland</p> <ul style="list-style-type: none"> St Vincent's Care Services Bardon St Vincent's Care Services Enoggera St Vincent's Care Services Gympie St Vincent's Care Services Kangaroo Point St Vincent's Care Services Mitchelton St Vincent's Care Services Southport St Vincent's Care Services Toowoomba St Vincent's Care Services Maroochydore <p>New South Wales</p> <ul style="list-style-type: none"> St Vincent's Care Services Auburn St Vincent's Care Services Bronte St Vincent's Care Services Edgecliff Stella Maris Aged Care (managed for the Sisters of Mercy Parramatta) <p>Victoria</p> <ul style="list-style-type: none"> St Vincent's Care Services Eltham St Vincent's Care Services Werribee 	Queensland New South Wales Victoria	<p>St Vincent's Care Services provides a range of fully government-accredited aged care and retirement communities comprising:</p> <ul style="list-style-type: none"> Residential Aged Care Independent Living Community Aged Care packages
<p>PUBLIC AGED CARE</p> <p>St George's Health Service comprising:</p> <ul style="list-style-type: none"> Auburn House Cambridge House Riverside House 	Victoria	<p>St George's Health Services is a suite of three small, publicly funded aged care facilities providing residential and aged persons' mental health care.</p>
<p>PRAGUE HOUSE</p> <p>(a publicly funded service run by St Vincent's Hospital Melbourne)</p>	Kew, Victoria	<p>Prague House provides residential care to people who are socially and financially disadvantaged, many of whom have experienced homelessness and have a mental health condition.</p>

Overview of activity

ACTIVITY AS AT 30 JUNE 2016

	SEPARATIONS	OUTPATIENT OCCASIONS OF SERVICE	ACCIDENT & EMERGENCY DEPARTMENT PRESENTATIONS	BIRTHS	THEATRE PROCEDURES	CARDIAC CATHETERS	SCOPES	AGED CARE ² PACKAGES	BEDS ¹	HEADCOUNT
PRIVATE HOSPITALS										
St Vincent's Private Hospital Sydney	25,024	-	-	-	17,967	2,473	-	-	270	1,410
Mater Hospital, North Sydney	33,245	-	-	2,338	18,081	1,153	3,232	-	231	998
St Vincent's Private Hospital Melbourne, Fitzroy	34,502	-	-	2,659	14,796	3,248	-	-	224	1,835*
St Vincent's Private Hospital Melbourne, East Melbourne	21,173	-	-	-	16,173	-	-	-	139	-
St Vincent's Private Hospital Melbourne, Kew	6,032	-	-	-	6,018	-	-	-	40	-
St Vincent's Private Hospital Brisbane	5,135	805	-	-	1,218	-	-	-	150	451
St Vincent's Private Hospital Toowoomba	15,905	-	-	814	6,785	-	4,120	-	176	633
Holy Spirit Northside Private Hospital ³	33,847	-	-	-	10,109	2,599	7,811	-	227	1,116
PUBLIC HOSPITALS										
St Vincent's Hospital Melbourne	56,444	140,532	43,792	-	11,989	2,157	4,689	-	500	5,323
St George's Health Service ⁴	1,549	37,178	-	-	-	-	-	-	255	649
Caritas Christi Hospice	454	-	-	-	-	-	-	-	28	157
Prague House ⁵	-	-	-	-	-	-	-	-	45	33
St Vincent's Hospital Sydney	43,178	501,031	48,602	-	8,059	1,904	3,978	-	379	3,770
Sacred Heart Health Service	2,581	-	-	-	-	-	-	-	75	227
St Joseph's Hospital	767	-	-	-	-	-	-	-	72	317
AGED CARE										
St Vincent's Care Services Queensland ⁶	233	-	-	-	-	-	-	145	623	910
St Vincent's Care Services NSW ⁶	83	-	-	-	-	-	-	35	215	160
St Vincent's Care Services Victoria ⁶	83	-	-	-	-	-	-	4	120	177
GROUP SUPPORT SERVICES										
TOTAL	280,235	679,546	92,394	5,811	111,195	13,534	23,830	184	3,769	18,419

¹ Aged care beds include hostels, high care, low care, ILUs and serviced apartments.

² Packages include CACPs, EACH, EACH D.

³ Joint venture with Holy Spirit Missionary Sisters, managed by St Vincent's Health Australia.

⁴ Includes three aged care residential facilities.

⁵ Prague House is publicly funded and managed by St Vincent's Hospital Melbourne.

⁶ Includes facilities owned by partners, managed by St Vincent's Health Australia.

* Total headcount for St Vincent's Private Hospitals, Melbourne including Fitzroy, East Melbourne and Kew.

our contacts

	ADDRESS	TELEPHONE	FACSIMILE	WEBSITE
GROUP SUPPORT SERVICES				
ST VINCENT'S HEALTH AUSTRALIA	Level 22, 100 William Street, Woolloomooloo 2011	02 9367 1100	02 9367 1199	svha.org.au
NEW SOUTH WALES				
ST VINCENT'S HOSPITAL SYDNEY	390 Victoria Street, Darlinghurst NSW 2010	02 8382 1111	02 9332 4142	svhs.org.au
SACRED HEART HEALTH SERVICE	170 Darlinghurst Road, Darlinghurst NSW 2010	02 8382 9444	02 8382 9518	-
ST JOSEPH'S HOSPITAL	Normanby Road, Auburn NSW 2144	02 9649 8941	02 9649 7092	-
THE KINGHORN CANCER CENTRE	370 Victoria Street, Darlinghurst NSW 2010	02 9355 5600	-	tkcc.org.au
ST VINCENT'S PRIVATE HOSPITAL SYDNEY	406 Victoria Street, Darlinghurst NSW 2010	02 8382 7111	02 8382 7234	svphs.org.au
MATER HOSPITAL NORTH SYDNEY	Rocklands Road, North Sydney NSW 2060	02 9900 7300	02 9959 4110	materhospital.com.au
ST VINCENT'S PRIVATE COMMUNITY HOSPITAL, GRIFFITH	41-45 Animoo Avenue Griffith NSW 2680	02 6966 8300	-	svpchg.org.au
ST VINCENT'S CLINIC	438 Victoria Street, Darlinghurst NSW 2010	02 8382 6222	02 8382 6402	stvincentsclinic.com.au
VICTORIA				
ST VINCENT'S HOSPITAL MELBOURNE	41 Victoria Parade, Fitzroy VIC 3065	03 9288 2211	03 9288 3399	svhm.org.au
ST GEORGE'S HEALTH SERVICE	283 Cotham Road, Kew VIC 3101	03 9272 0444	03 9817 5325	-
CARITAS CHRISTI HOSPICE KEW CAMPUS	104 Studley Park Road, Kew VIC 3101	03 9853 2344	03 9853 1509	-
CARITAS CHRISTI HOSPICE FITZROY CAMPUS	41 Victoria Parade, Fitzroy VIC 3065	03 9288 4697	03 9288 4696	-
PRAGUE HOUSE	283 Cotham Road, Kew VIC 3101	03 9816 0600	-	-
ST VINCENT'S PRIVATE HOSPITAL FITZROY	59 Victoria Parade, Fitzroy VIC 3065	03 9411 7111	03 9419 6582	svpm.org.au
ST VINCENT'S PRIVATE HOSPITAL EAST MELBOURNE	159 Grey Street, East Melbourne VIC 3002	03 9928 6555	03 9928 6444	svpm.org.au
ST VINCENT'S PRIVATE HOSPITAL KEW	5 Studley Avenue, Kew VIC 3101	03 9851 8888	03 9853 1415	svpm.org.au
QUEENSLAND				
ST VINCENT'S PRIVATE HOSPITAL BRISBANE	411 Main Street, Kangaroo Point QLD 4169	07 3240 1111	07 3891 2066	svphb.org.au
ST VINCENT'S PRIVATE HOSPITAL TOOWOOMBA	22-26 Scott Street, Toowoomba QLD 4350	07 4690 4000	07 4690 4400	svpht.org.au
HOLY SPIRIT NORTHSIDE PRIVATE HOSPITAL	627 Rode Road, Cherside QLD 4032	07 3326 3000	07 3326 3295	hsnph.org.au

	ADDRESS	TELEPHONE	FACSIMILE	WEBSITE
ST VINCENT'S CARE SERVICES				
QUEENSLAND				
ST VINCENT'S CARE SERVICES DIVISIONAL OFFICE	48 Montpelier Road, Bowen Hills QLD 4006	07 3326 3739	-	svcs.org.au
ST VINCENT'S CARE SERVICES COMMUNITY CARE	35 Cambridge Street, Red Hill QLD 4159	07 3355 8151	07 3355 8151	svcs.org.au
ST VINCENT'S CARE SERVICES BARDON	59 Main Street, Bardon QLD 4065	07 3371 8933	-	svcs.org.au
ST VINCENT'S CARE SERVICES ENOGGERA	133 South Pine Road, Enoggera QLD 4051	07 3855 2252	-	svcs.org.au
ST VINCENT'S CARE SERVICES GYMPIE	Calton Hill Road (cnr Bligh Street), Gympie QLD 4570	07 5482 9144	-	svcs.org.au
ST VINCENT'S CARE SERVICES KANGAROO POINT	411 Main Street, Kangaroo Point QLD 4169	07 3240 1268	-	svcs.org.au
ST VINCENT'S CARE SERVICES TOOWOOMBA	227 Spring Street, Toowoomba QLD 4350	07 4636 3155	-	svcs.org.au
ST VINCENT'S CARE SERVICES MITCHELTON	46 Church Road, Mitchelton QLD 4053	07 3355 8100	-	svcs.org.au
ST VINCENT'S CARE SERVICES SOUTHPORT	32 Bauer Street, Southport QLD 4215	07 5532 0466	-	svcs.org.au
NEW SOUTH WALES				
ST VINCENT'S CARE SERVICES AUBURN	21 Alice Street, Auburn NSW 2144	02 8790 6491	-	svcs.org.au
ST VINCENT'S CARE SERVICES EDGECLIFF	2-6 Albert Street, Edgecliff NSW 2027	02 9362 4978	-	svcs.org.au
STELLA MARIS AGED CARE FACILITY (MANAGED SITE)	6 Coast Avenue, Cronulla NSW 2230	02 8522 1200	-	svcs.org.au
VICTORIA				
ST VINCENT'S CARE SERVICES ELTHAM	43 Diamond Street Eltham, Eltham VIC 3095	03 9431 0100	-	svcs.org.au
CO-LOCATED RESEARCH INSTITUTES				
GARVAN INSTITUTE OF MEDICAL RESEARCH	384 Victoria Street, Darlinghurst NSW 2010	02 9295 8100	02 9295 8101	garvan.org.au
VICTOR CHANG CARDIAC RESEARCH INSTITUTE	Lowy Packer Building, 405 Liverpool Street, Darlinghurst NSW 2010	02 9295 8600	02 9295 8601	victorchang.edu.au
ST VINCENT'S INSTITUTE	9 Princes Street, Fitzroy VIC 3065	03 9288 2480	03 9416 2676	svi.edu.au

Serving, Seeing, Striving for
something greater

St Vincent's Health Australia (SVHA) is Australia's largest non-profit provider of health and aged care services. A clinical, research and education leader working in private hospitals, public hospitals and aged care services in New South Wales, Victoria and Queensland, SVHA was established by the Sisters of Charity over 175 years ago.



**ST VINCENT'S
HEALTH AUSTRALIA**

UNDER THE STEWARDSHIP OF MARY AIKENHEAD MINISTRIES

svha.org.au