



ST VINCENT'S
HEALTH AUSTRALIA

UNDER THE STEWARDSHIP OF MARY AIKENHEAD MINISTRIES

Annual Report
2016-17



*Inspired by
You*

The St Vincent's Health Australia
2016-17 Annual Report is available online
at <http://annualreport2017.svha.org.au>



*Where you find this icon, head to our Annual
Report website for video content*



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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.

This report may contain images of deceased members of the Aboriginal and Torres Strait Islander community. They are used with the greatest respect and appreciation.

Cover Image: [right] Kendra Keleher was the first Aboriginal Health Care Coordinator Nurse at St Vincent's Hospital Melbourne. She's pictured here with Marjorie Mason, a local Aboriginal community member who helped develop the SVHA Cultural Awareness Training.

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.

OUR VISION

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

OUR VALUES

Compassion

Justice

Integrity

Excellence

who we are

St Vincent's Health Australia is Australia's largest non-profit provider of health and aged care services. We are a clinical, research and education leader working in private hospitals, public hospitals and aged care services in New South Wales, Victoria and Queensland.



Our founder, Mary Aikenhead's vision, commitment and inspiration lives on in us and the work we do - we bring compassion and the love of Jesus to the many who are in need of a word of hope and encouragement, a helping hand and a listening ear.



ST VINCENT'S
HEALTH AUSTRALIA

UNDER THE STEWARDSHIP OF MARY AIKENHEAD MINISTRIES

OUR SERVICES

6

Public hospitals

9

Private hospitals

17

Aged care facilities

3

Co-located research institutes

1

Co-located partner facility



18,500+

EMPLOYEES

key performance *highlights*



We made our workplace safer for our staff reducing our Lost Time Injury Frequency Rate from 12.55 in 2014-15 to 4.94 in 2016-17 putting our safety performance among health care industry best in the world.



20% of our staff completed the organisation-wide Formation program connecting them more closely to our Mission.



We invested more than \$153 million in Mission-related services – an increase of 16% on the previous financial year.



Our aged care division, St Vincent's Care Services, increased its portfolio by 605 aged care residential beds:

- built 3 new facilities in Bronte, Maroochydore and Werribee
- transitioned 2 facilities in Arundel and Toowoomba, and
- expanded 2 facilities in Southport and Mitchelton.

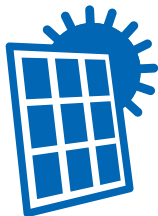
\$114M

SVHA Group EBITDAR achieved \$114 million.

- In a first for Catholic health care in Australia, SVHA employed an ethicist to help guide us in our advocacy work which has contentious or difficult ethical aspects.
- Mater Hospital Sydney became the first hospital in New South Wales to offer room service where patients can order fresh cooked meals delivered in under 45 minutes.
- St Vincent's Foundation raised more than \$4 million for St Vincent's Hospital Melbourne.
- 1957 – 2017 Happy anniversary St Vincent's Private Hospital Brisbane celebrating 60 years of compassionate care.



10,000



SOLAR PV PANELS ACROSS 16 HOSPITALS

We installed almost 10,000 solar PV panels across 16 of our hospitals and aged care facilities that will help keep energy costs down and reduce our carbon footprint.

'NSW WOMAN OF THE YEAR' FINALISTS

Dr Emily Granger, a surgeon at St Vincent's Hospital Sydney and Professor Fran Boyle, Director of the Patricia Ritchie Centre for Cancer Care and Research at the Mater Hospital North Sydney were finalists in the 2017 NSW Premier's Award for Woman of the Year.



Professor Mark Cook and his team of researchers at St Vincent's Hospital Melbourne developed a "Fitbit for the brain", a world-first implantable device to monitor epileptic seizures and warn patients of impending episodes in the hours and days ahead.

"FITBIT FOR THE BRAIN"

AT A GLANCE

- SVHA embarked on a program of culture change called 'the Ethos Program – Inspired to Shine'. This will result in a kinder, safer and more reliable health care system.
- A team led by Dr Geraldine Mitchell and Dr Kiryu Yap at St Vincent's Hospital Melbourne created mini livers in a dish using a world-first combination of human cells in an ambitious bid to grow liver tissue for transplants.
- St Vincent's Private Hospital Brisbane has partnered with BUPA to conduct a two-year pilot program to deliver an innovative model of home based palliative care that improves end-of-life care and offers greater choice.
- The Palliative Care Department at Sacred Heart Health Service started a world-first trial with medicinal cannabis to improve pain management and appetite of terminally ill cancer patients.
- Lucy McDonald and Anne Craigie from St Vincent's Hospital Melbourne received the 2016 Catholic Health Australia Outreach Health Care Award for their work managing the Statewide Hepatitis Program for the assessment, treatment and management of prisoners with chronic viral hepatitis.

ROBOTICALLY ASSISTED TOTAL KNEE REPLACEMENT

Orthopaedic surgeons at Holy Spirit Northside Private Hospital performed their first robotically assisted total knee replacement - the only hospital in Queensland to perform this surgery and one of only three in the country.



SVHA HAS THE
LARGEST
ROBOTIC
ORTHOPAEDIC
CAPABILITY IN AUSTRALIA

key performance
highlights

\$32.6M

St Vincent's Curran Foundation raised \$32.6 million to support St Vincent's hospitals and facilities in New South Wales.

a message from our Trustee, Chair and Group CEO

enVision2025 strategy

Our strategic vision of serving, seeing and striving for something greater continues to guide our work to bring God's love to those in need through the healing ministry of Jesus.

Serving something greater

One of the innovative ways we are growing our advocacy and Mission of serving the poor and vulnerable is through the SVHA Inclusive Health Strategy. Drawing inspiration from our founders, the Sisters of Charity, inclusive health pushes against the tide of government funding and the traditional medical model. It speaks to the core of how SVHA delivers health care with compassion for all and a deep desire to 'serve something greater'. There are some great stories of our success in this area on pages 13 and 14 of this report.

We are also strengthening our Mission within the organisation by helping our staff – no matter what role they are in – understand how their day to day work connects to the Mission. This is being done through our formation program for all staff. This program invites participants to reflect on how their personal stories, the story of SVHA and the Catholic story, of which SVHA is a part, meet together and inspire our remarkable service in health and aged care.

During the year, SVHA made a bold move in the context of Catholic health and aged care in Australia by appointing an ethicist to help guide us in our advocacy work, which has contentious or difficult ethical aspects. Current examples include SVHA's position on end-of-life and palliative care, which are covered in greater depth on page 16.

Seeing something greater

Aged Care Division

This has been a momentous year for our aged care division, St Vincent's Care Services (SVCS). We opened three new facilities in three different states, undertook major extension and refurbishment works at a number of facilities and finalised the transition of two facilities from other aged care providers.

We have achieved all this at a time when the aged care sector is experiencing significant change. This change stems from numerous reforms to the industry, a sharp increase in providers and increasing expectation by the consumers – who now have greater choice over how their care is delivered and by whom.

Notable among these reforms has been the deregulation of community (also known as in-home) care services. This has provided significant growth opportunities for SVCS but has also increased competition in the sector as more providers compete for a slice of the market. Now more than ever it is vital to cultivate the strong relationships our aged care services and hospitals enjoy, in order to include SVCS community and in-home services as a continuum of care option for our hospital patients.

Research

This has been a year of outstanding innovation, translation and achievement across the many teams, collaborators and partners involved in research at SVHA. Research is the key success factor in improving health-related outcomes for

our patients, and, especially, for the poor and marginalised in our communities. We congratulate our research community for their Mission-driven work that brings new hope to our patients. You can read more about their inspiring work starting on page 34 of this report.

Private Hospitals Division

Our private hospitals continue to face significant challenges in the current health care market. While demand in the Australian private health care market is still strong, health insurance premiums, health fund pressure on margins and consumer expectations are all increasing. In response, we will continue with our private hospital strategy of disciplined cost control, revenue growth through a targeted doctor recruitment and retention strategy and enhanced customer experience.

St Vincent's Private Community Hospital Griffith opened in 2016 with 20 beds, two operating rooms and six consulting suites. This new facility is reshaping health care in the Riverina region of New South Wales. St Vincent's Private Hospital Werribee, our new 48-bed private hospital in Victoria is also on track to open early 2018.

Construction of a new east wing at St Vincent's Private Hospital Sydney will provide an additional 48 beds and the refurbishment of the existing hospital. Work is also progressing well on the St Vincent's Private Hospital East Melbourne 21-bed extension and the St Vincent's Private Hospital Toowoomba redevelopment. Both are due for completion in early 2018.



Public Hospitals Division

Australia's first robotics and biomedical engineering centre opened at St Vincent's Hospital Melbourne as part of the Aikenhead Centre for Medical Discovery. The centre, called BioFab3D, brings key researchers and clinicians together to explore real-time development and production of replacement body parts, which can be surgically implanted into patients.

St Vincent's Hospital Sydney is undergoing two important improvements to vital specialty services on its Darlinghurst Campus. These improvements, which will deliver significant long-term benefits are:

- six extra beds in the Emergency Department for a Psychiatric, Alcohol and Non-prescription Drug Assessment (PANDA) unit, and
- a new dedicated Haematology, Oncology, Bone Marrow Transplant unit, creating purpose built single-use rooms that meet the most up-to-date standards.

Striving for something greater

We feel welcome. We feel valued. We feel safe. These are SVHA's person-centred care principles and they are at the heart of the SVHA Inspired to Care program. These principles reflect the distinctive brand of compassionate care that St Vincent's is so well known for.

During the year SVHA embarked on a major program of culture change called 'the Ethos Program – Inspired to Shine'. This will result in a kinder, safer and more reliable health care system. Ethos is covered in more detail on page 47.

Safety performance

Workplace safety is a key strategic goal under enVision2025. We take employee safety as seriously as we take the safety of our patients, residents and clients. We are pleased to report that we have made significant progress in making the workplace safer for our staff. Our Lost Time Injury Frequency Rate continues to improve, down from 12.55 in 2014-15 to 4.94 in 2016-17. These results are among the best in the world for the health care industry and reflect the hard work put in across the organisation to change and improve our safety culture.

Financial sustainability

In 2016-17, SVHA Group and partners generated revenue of \$2.4 billion. As a not-for-profit, SVHA strives to make a surplus that allows us to further our 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.

Inspired by You

We acknowledge and thank the 18,500+ employees and 1,300 volunteers, who, regardless of their role, all contribute to our Mission. We are blessed to partner with them and they are all cherished members of the St Vincent's family.

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

Paul Robertson AM
Chair
St Vincent's Health Australia

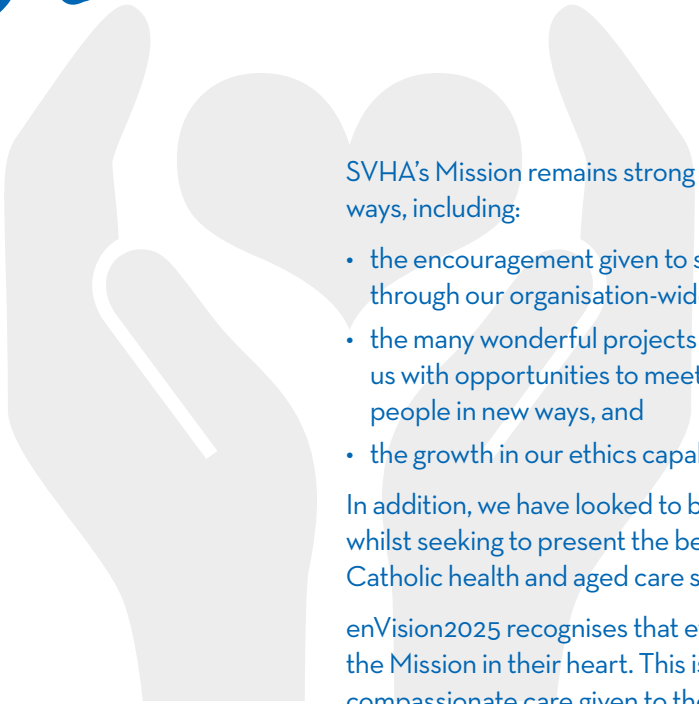
Dr Maria Theresa Ho
Chair
Trustees of Mary Aikenhead Ministries

Serving
something
greater





Inspired to Serve



SVHA's Mission remains strong and continues to grow in distinct ways, including:

- the encouragement given to staff to continue their inspirational work through our organisation-wide Formation for All program
- the many wonderful projects in our Inclusive Health Program, providing us with opportunities to meet the needs of society's most vulnerable people in new ways, and
- the growth in our ethics capability (see opposite).

In addition, we have looked to build upon our strength in pastoral care whilst seeking to present the best expression of what it means to be a Catholic health and aged care service in our contemporary environment.

enVision2025 recognises that every person in our organisation holds the Mission in their heart. This is embodied through the excellent, compassionate care given to the people who rely on our services, wherever they may be.



SVHA's Mission prioritises five key target areas:

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

Formation for All

In 2016-17, we implemented the first stages of SVHA's Formation for All Policy and Mission Formation Framework. This new aspect of our Mission work will see all of our staff participating in at least one full day of formation every three years, with provision for more formation opportunities for managers and senior executives.

The formation program developed for all staff is called Inspired to Serve and invites participants to reflect on how their stories, the story of SVHA and the Catholic story of which SVHA is a part, meet together and inspire our remarkable service in health and aged care.

SVHA's Mission Leaders led the implementation of Inspired to Serve and achieved the ambitious goal of reaching 20 per cent of our workforce between October 2016 and June 2017. The program has been well received by staff and we will be aiming for a target of 46 per cent of all our staff in the coming year.

St Vincent's appoints *an ethicist*

In 2016-2017, SVHA made a bold move in the context of Catholic health and aged care in Australia by appointing a system ethicist. Dr Dan Fleming leads ethics education and formation and provides ethical expertise for our advocacy work, which has contentious or difficult ethical aspects. Some current examples include assisted dying legislation and the best way to respond to people with a drug addiction.

Historically, Catholic health and aged care have been ably served by the ethical expertise of centres such as The Plunkett Centre, The Caroline Chisholm Centre and The Queensland Bioethics Centre. These centres have been able to provide ongoing ethics consultation and expert advice on specific issues as they arise.

This work continues to bring great wisdom to our ethical discernment and will do so long into the future. The appointment of an ethicist within SVHA seeks to do something new, which is to place ethics at the heart of our organisation and expand our conversation about ethics to all layers of our work. In concrete terms, this means making ethics as much a part of the way we run our meetings, care for our patients and support our staff as it is about complex clinical scenarios.

Inclusive Health Program

Our founders, the Sisters of Charity's early aim of providing health care that was inclusive for all, acknowledged the need for a preferential focus on the poor and vulnerable. Inequity was challenged even if this meant challenging existing structures. In keeping with this Mission, SVHA's Inclusive Health Program is aimed at increasing equity and improving wellbeing for the vulnerable.

Since the Inclusive Health Program was established in 2015, we have undertaken service reviews and patient data analysis. This begins to identify the prevalence of patient vulnerability across SVHA and the services already providing their care.

The Inclusive Health Program has funded over 70 innovative projects to date. One example of how challenging existing structures can improve outcomes for vulnerable people is the Recovery and Support Program at St Vincent's Hospital Melbourne. This program offers a service for people with a substance use history that is oriented to recovery and wellbeing. The program focuses on acceptance, courage and helping participants to 'let go' of things that can't be changed and to look forward to building a 'life worth living'. In addition, the program has an assertive outreach component designed to engage individuals and to help retain and improve their capacity to participate in and complete the program. This unique focus has resulted in a total reduction in participant's use of methamphetamine and cannabis and a doubling of participants being engaged in voluntary or paid employment at six months follow-up.

SVHA Group Manager,
Ethics & Formation, Dr Dan Fleming



meeting the health needs of *the homeless*



Tierney House at St Vincent's Hospital Sydney is supported by SVHA's Inclusive Health Program which has been developed to facilitate significant improvement in the services we provide to those most in need.

Tierney House provides accommodation and health care to chronically homeless people as they convalesce from illness or receive treatment for chronic health conditions. It's an antidote to a significant problem inner city hospitals face across Australia: vulnerable rough sleepers, without any ongoing health care co-ordination, presenting at hospital emergency departments (ED) for non-emergency care: sometimes several times in the space of a few days or weeks.

One of our key Inclusive Health projects involved funding a comprehensive evaluation of the cost benefits of homeless people accessing Tierney House. It showed that services including the provision of advocacy, referral, co-ordination and post-discharge follow up for these vulnerable individuals results in an initial increase in hospital presentations that is then followed by a gradual decline and a greater reliance on community-based services.

In addition to its health advantages, it was found that the Tierney House program delivers a net cost-benefit to New South Wales taxpayers of \$8,276 per person over two years by reducing ED and other hospital presentations and admissions.

What makes these achievements even more significant is that these people are some of the most vulnerable members of our community, who traditionally have much higher rates of chronic illness.

Our Reconciliation Action Plan

In line with SVHA's Reconciliation Action Plan (RAP), we are developing a community where Aboriginal and Torres Strait Islander peoples and other Australians can work together in a spirit of trust and openness to bring about hope, healing, love, justice and peace in our world. As part of this vision we are continuing to build a culturally safe environment to ensure that the increasing number of Aboriginal and Torres Strait Islander staff that are working for us, along with patients, residents, clients and families, feel welcome and safe in our facilities.

Cultural awareness training

One of our key initiatives has been the creation of our own online cultural awareness training program for all staff to assist in improving how we respond in a culturally appropriate way. The program aims to assist staff in differentiating between facts, myths and misconceptions. It also helps them understand how to respond in a culturally sensitive, person-centered manner when dealing with Aboriginal and Torres Strait Islander patients and colleagues. The module takes one hour to complete and was developed using images of our staff and facilities along with members of local Aboriginal communities we work closely with. It is currently being embedded across the organisation.





SVHA signed a Memorandum of Understanding outlining our commitment to Palliative Care on Country Project in Cape York.



palliative care on country

SVHA continues to forge partnerships in the community both at a local and national level to grow our Mission. We work with Indigenous leaders to explore new opportunities and also leverage our corporate peers to do more in closing the health gap. One example has been our investment of \$450,000 over three years in the Palliative Care on Country project. We are working closely with Apunipima and North Peninsula Area Family and Community Services in Cape York to create a service that allows Aboriginal people to die on country closer to their family.



health and social advocacy

Advocacy is critical to the Mission of St Vincent's Health Australia and to our Inclusive Health Strategy. As a Catholic health care provider, we are especially committed to care for the poor and vulnerable and to be an advocate for justice in health care.

In 2016-17, we continued to pursue advocacy in line with SVHA's enVision2025 strategy. We contributed 10 submissions to government policy processes, published 11 CEO opinion pieces and participated in numerous media interviews on behalf of the people we serve.

Some highlights from the year are:

Palliative and end of life care

At the heart of SVHA's work rest two beliefs: that every person has an irreplaceable and unique value; and that people are vulnerable, particularly when they're ill, and that it's part of our Mission to provide them the best possible care. These beliefs urge us to seek out and care for those who are especially vulnerable in our society, and there are few more vulnerable groups than people with terminal illness or who are approaching the end of life.

That's why St Vincent's established Australia's first dedicated service for the terminally ill in Sydney almost 130 years ago. Our Caritas Christi Hospice in Melbourne was the first service of its type in Victoria, beginning in 1938. Our hospitals in Melbourne, Sydney and Brisbane currently provide the largest palliative care services in those states.

This year SVHA:

- Released a position statement on palliative and end of life care drawing on our deep clinical expertise. We called for an increase in resources to ensure equitable access to high quality palliative care, more training for health professionals, better support for family members and an increased focus on advanced care planning.
- Advocated in response to proposed legislation for assisted suicide in Victoria. SVHA does not support assisted suicide. We believe there are too many clinical risks and inadequate safeguards to protect the vulnerable.
- Contributed to State and Federal Government palliative and end of life care policy development.

Homeless health

In recent years Australia's homeless situation has been growing progressively worse. SVHA is a leading provider of homeless health services, particularly for those living rough in the inner city. We have been serving this population since our founders, the Sisters of Charity, began their work almost 180 years ago.

In 2016-17:

- Melbourne's inner city became a homelessness flash point as the City of Melbourne extended its powers to confiscate the belongings of homeless people to discourage groups of homeless people from gathering together.

Raising our voice for the people we serve, SVHA Group CEO Toby Hall wrote for *The Guardian* saying: "There are no words to describe the situation when confiscating a rough sleeper's belongings – leaving them more empty-handed than I would have thought possible – is regarded as a 'solution'. How far we have fallen."

- SVHA showcased the work of the Tierney House homeless health service at St Vincent's Hospital Sydney. Tierney House provides 12 beds where homeless people can stay for short-to-medium periods while they convalesce or receive the ongoing, integrated care they might need to stabilise a chronic health condition.

Following an independent evaluation, evidence shows that Tierney House not only achieves outstanding results for its residents, but also saves governments more than \$8,000 per person, every two years, by preventing unnecessary and expensive hospital presentations and admissions. SVHA used these results to call on governments to expand this service model to other parts of Australia.



SVHA's advocacy seeks to influence government policy making. [left] Prime Minister Malcolm Turnbull with Health Minister Greg Hunt at a St Vincent's facility.



Alcohol and drugs

St Vincent's has a long history of working with people with substance use disorders. Our founders, the Sisters of Charity pioneered the first combined clinical and academic program for the treatment and study of alcohol dependence at St Vincent's Hospital Melbourne in 1964 followed by St Vincent's Hospital Sydney in 1971.

Building on a platform of already strong advocacy about alcohol-related violence in Sydney's inner city over several years – and the launch of the organisation's policy on reducing alcohol-related harms in 2016 – St Vincent's continued to raise its concerns about alcohol and its influence on Australian society.

In 2016-17:

- We provided recommendations to Federal and State Governments to reduce alcohol-related harm including via taxation changes and introducing tighter liquor regulations.
- We joined with other organisations to encourage sporting bodies still reliant on sponsorship from alcohol companies to divest themselves of such income streams. At the same time, we encouraged the Federal Government to close the loophole that allows alcohol ads on free-to-air TV during daytime sports broadcasts on weekends or public holidays.

RAISING OUR VOICE FOR VULNERABLE PEOPLE WITH LONG-TERM DRUG AND ALCOHOL DEPENDENCE

This year, SVHA led a successful effort to stop the Federal Government's plan to make it harder for people with severe drug and alcohol addictions from accessing the Disability Support Pension (a welfare payment for people with significant limitations on their ability to work).

Under the proposal – announced in the May Federal budget – people severely impaired by alcohol or drug dependence would have been diverted onto lower payments that include strict requirements to look for work or participate in training, or risk having their payments cut off.

Doctors from St Vincent's alcohol and drug treatment services at both our Sydney and Melbourne public hospitals

identified that the proposal would cause major hardship among people who were already extremely vulnerable.

"People who are so seriously struggling with the damage caused by years of heavy alcohol and drug use that they are unable to look after themselves, let alone apply for, or hold down, a job. This change would not improve a person's job prospects.

On the contrary, it would likely thrust their already difficult lives into greater turmoil," said Associate Professor Yvonne Bonomo, St Vincent's Melbourne's Director of Addiction Medicine.

As part of SVHA's commitment to raise our voice for the vulnerable people we serve, we took our concerns to Canberra.

Associate Professor Bonomo and Associate Professor Nadine Ezard, Clinical Director at St Vincent's Sydney's Alcohol and Drug Service, met with Ministerial staff and with politicians from across the political spectrum to convince them that the proposed changes would hurt rather than help vulnerable people.

We worked side by side with other organisations that shared our concerns – including the Royal Australasian College of Physicians. Through our combined efforts, when the proposed changes came before the Australian Senate they were unsuccessful.

Seeing
something
greater





Public Hospitals Division

St Vincent's Public Hospital Division's aspiration for 2025 is to continue to be a pre-eminent provider of public health services in Australia, increasing the number of people we serve and bringing integrated and innovative models of care to our patients.

SVHA's enVision2025 strategy outlines an ambitious but achievable program for growth and leadership over the coming years.

Our strategic priorities across Victoria and NSW are:

- expand existing facilities in NSW and Victoria; both in ambulatory care and additional in-patient beds
- establish a footprint in growth corridors via satellite services, new satellite facilities and new hospitals
- extend our focus and impact on our targeted poor and vulnerable populations to address the social determinants of health, including providing primary care
- develop Centres of Excellence to ensure SVHA is renowned for excellence in innovation and the best patient outcomes; and
- building new and strengthening existing partnerships across SVHA Divisions, Government, health care and technology providers and funding partners.



Future planning

St Vincent's Hospital Sydney embarked upon one of the most important future planning endeavours in its 160-year history. The culmination of this work was the launch of the St Vincent's Integrated Health Care Campus Darlinghurst Clinical Services Strategy 2027 by NSW Health Minister, the Hon Brad Hazzard in May 2017.

The strategy represents our future vision for the St Vincent's Darlinghurst Campus to meet and adapt to the clinical, scientific, pastoral and financial challenges of health care in the 21st century. This planning process is critical in order for the Campus to continue to thrive.

After extensive consultation with staff and key stakeholders, St Vincent's has formulated this Clinical Services Strategy which outlines six key strategic commitments.

Among those are precision medicine, new ambulatory models of integrated care, telehealth to reach rural patients and to be a destination for world-class treatment, research and training.

We will continue to advocate for and deliver compassionate care to the poor and vulnerable in the spirit of our founder Mary Aikenhead and the Sisters of Charity.

To more effectively treat patients presenting to the hospital's Emergency Department with both mental health as well as drug and alcohol related conditions, St Vincent's was granted \$1.5 million from the New South Wales government to start the St Vincent's Hospital Psychiatric Alcohol and Non-Prescription Drug Assessment (PANDA) Unit. This will include reconfiguring the physical space in the Emergency Department to directly address projected growth in emergency presentations.

Once complete in mid-2018, the six bed PANDA unit will be co-located with an expanded Psychiatric Emergency Care Clinic to improve the assessment and treatment of patients with mental health and drug and alcohol related conditions.

In mid-2017, we opened our new Renal Ambulatory Care Unit providing dialysis patients brighter and more spacious surroundings.

Centres of Excellence

In a major accomplishment for the Campus' precision medicine endeavours, St Vincent's launched Australia's first Clinical Genomics Unit in collaboration with the Garvan Institute of Medical Research to provide whole genomic sequencing.

The new unit is enabling the application of whole genome sequencing to understand the basis for hereditary diseases and pave the way for tailored measures to minimise risk of disease. In doing so, suitable patients will now be offered a form of precision medicine leveraging recent advances in the field of genomics by bringing together existing and new expertise on the St Vincent's campus.

The Palliative Care Department at Sacred Heart Health Service started a world-first trial with medicinal cannabis to improve pain management and appetite of terminally ill cancer patients.

St Vincent's Basic Physician Trainees achieved a 100% pass rate in their exams – the highest of the state.

In mid-2017, we opened our new 20-bed fully medicated alcohol and drug withdrawal unit Gorman House to provide care to clients with complex care needs.

We launched the Australian-first pancreatic screening program of asymptomatic people with a high risk of developing pancreatic cancer in an effort to treat the disease early.

Enabling partnerships

In May St Vincent's held its inaugural Patient Safety and Quality Symposium co-hosted with the Clinical Excellence Commission. The main theme for attendees is that all staff have a role to play in ensuring the safety of our patients.

Keynote speaker Richard de Crespigny's shared lessons from safely landing a damaged Qantas A380 with 469 passengers and crew on board and launched the St Vincent's quality and safety strategic plan, Leading Safety Inspired Care.

St Vincent's Health Network Sydney launched its Aboriginal Health Plan 2017-2020. The plan outlines the Network's commitment to Aboriginal Health.

We established the Inner Sydney Urban Partnership with GPs, government agencies and NGOs to improve the quality of care for vulnerable inner-city clients.

In March 2017, St Vincent's Health Network partnered with other clinical, academic and stream members to participate in the launch of SPHERE – Sydney Partnership for Health, Education, Research and Enterprise.

St Vincent's Hospital Melbourne

Strategic Service Plan

St Vincent's Hospital Melbourne launched its new Strategic Service Plan 2017 – 2025, a road map to deliver excellence and value to the Victorian community. The plan was developed in consultation with the community, including staff, volunteers, consumers and partner organisations.

The service plan articulates how we will align our services with emerging patient needs, the political climate and SVHA's enVision2025 strategy.

Our strategic commitments are:

1. Leverage strategic partnerships for growth – working in partnership with referring health services and St Vincent's Private Hospital Melbourne, enhancing capacity to respond to a growing (and increasingly complex) patient population.
2. Become a destination for selected world-class treatment, research and training with the newly formed Centre for Digestive Diseases and Centre for Musculoskeletal Care.
3. Lead through advocacy; influencing policy, practice and creating new models of care in Palliative Care and Addiction Medicine.
4. Transform tertiary hospital care by designing reliable, integrated, patient-driven systems of care.
5. Lead the biomedical engineering revolution, developing future treatments through advances in bioengineering, implants, limb and tissue reconstruction.
6. Address the complex care needs of our priority populations, including people who are mentally ill, drug and alcohol addicted, homeless, Aboriginal and Torres Strait Islander and prisoners.

Organisational restructure

In the past 12 months the hospital has undergone an organisational restructure to lay the foundations for the delivery of strategic objectives in both the short and long term.

At the core of this restructure is a commitment to compassionate, person-centred care. We are delivering on this by embedding continuous improvement throughout the organisation, and we are already observing outstanding improvement in performance outcomes.

Patient services

Our Inspired to Care principles put the welfare of patients, residents, their families and carers at the centre of everything we do. A great example of this is our proposed Rapid Care Centre, which will change the face of ambulatory care. We are committed to investing in the services that will deliver best patient outcomes, while maximising opportunities to grow our reach.

In 2016, St Vincent's became a truly comprehensive cancer centre with the addition of a new radiation oncology service that will provide immediate access to essential radiotherapy treatment for all patients, whether publicly or privately referred.

The multi-million dollar facility which opened in August 2016, provides immediate access to leading edge, contemporary radiation oncology for patients experiencing cancer. The centre provides significant enhancement to the cancer care currently provided at the hospital, which now incorporates all diagnostic and treatment facilities, allowing patients with multi-disciplinary treatment plans to be managed in a single location.

In 2016-17, we made great strides in our access performance, meeting our elective surgery targets and vastly improving the percentage of emergency patients with a length of stay less than four hours, from 65% in 2015-16 to 69.5% in 2016-17, notwithstanding an increase in the number of Emergency Department presentations.

New Bio-Fabrication facility opens onsite

We opened the BioFab3D, our state of the art research facility – part of the Aikenhead Centre for Medical Discovery initiative. St Vincent's and our partners – University of Melbourne, University of Wollongong, RMIT University and Swinburne University of Technology – are at the forefront of the 3D bio-printing revolution.

In one showroom, the BioFab3D brings together, molecular and cellular biology, bio-reactor work, tissue engineering, bio-printing and commercial services. Researchers, clinicians, engineers and industry partners work alongside each other with a vision to build biological structures such as organs, bones, brains, muscles and nerves – almost anything that requires repair through disease and physical trauma.

Gail's story

"Darling girl, I've been watching you for a few days. You are so precious and this is not your destiny."

Gail Sellman will never forget these words. Seeking solace in Green Park in Darlinghurst, Sydney, Gail lay exhausted after taking a large quantity of drugs resulting in her being awake for days on end. It was the Sisters of Charity who spoke these words, when they first found her at 17 years of age and weighing just 40 kilograms.

Fast forward to 2017. Gail is a proud, healthy Aboriginal woman from Bundaberg, and one of Tierney House's newest staff members. Tierney House at St Vincent's Hospital Sydney provides accommodation and health care to chronically homeless people as they convalesce from illness or receive treatment for chronic health conditions. Having identified an opportunity to engage residents on a whole new level, Tierney House opened up their staffing to include the identified position of Peer Support Worker - someone with lived experience of homelessness, to enhance the services being provided to our Aboriginal and Torres Strait Islander residents.

In her role as Peer Support Worker, it is Gail's personal experiences of homelessness, drug use, sexual assault, domestic violence and crime that provide her with a depth of wisdom that is invaluable to the residents and staff there. An advocate for those whose voice has been lost along the way, she empowers the residents of Tierney House to make positive life choices.

Having walked a mile in the shoes of the people she serves, Gail has taken the care provided at Tierney House to the next level. With a personal conviction that her life is to be one of service for the betterment of all people and that compassion is meaningless unless you are willing to roll up your sleeves and do something, Gail's conviction drives her in her role every day and allows her to

"pour hope into the hearts that are feeling lifeless"

Despite the numerous and challenging experiences she's faced, Gail remains grateful for her past. Had it been any different, she may not be where she is today – inspiring Tierney House residents to navigate their way to a better life.



Gail Sellman and
Tierney House Manager,
Cameron French.

Private Hospitals *Division*

We continue to focus on delivering the priorities for our Private Hospitals Division in SVHA's enVision2025 strategy including:

- Safety - our safety performance exceeded expectations and we have established a new benchmark in safety, with staff injury rates reducing below other major health care providers (see details on page 50).
- Exceptional clinical performance - meeting or exceeding Australian Council on Healthcare Standards industry benchmarks in key clinical indicators for patient safety and quality standards.



Leadership renewal

David Swan joined us in September 2016 as Chief Executive Officer St Vincent's Private Hospitals Division. With a wealth of executive experience in the health industry including, most recently, as Chief Executive at Department of Health, South Australia, David is focused on driving the sustainability and 'future proofing' of our private hospitals.

In striving to strengthen and grow our Mission, we have brought together the leadership of our Brisbane private hospitals. We expanded the role of Chief Executive Officer Holy Spirit Northside Private Hospital, Daniele Doyle, to take on Chief Executive Officer responsibilities at St Vincent's Private Hospital Brisbane. This structure will better serve the future needs of our Brisbane hospitals by enabling them to share opportunities and work closely in clinical services such as palliative care, rehabilitation and interim aged care.

We appointed Janine Loader as Chief Executive Officer of our Mater Hospital, Sydney. Janine was previously the Executive Director of St Vincent's Private Hospital Fitzroy. At Mater, she is focusing on doctor engagement and continuing to drive the exceptional reputation of this hospital. This includes the introduction of the person-centred room service food delivery model (see story on page 26).

Kathryn McKeefry has also joined as Chief Executive Officer, St Vincent's Private Hospital Toowoomba. Kathryn will lead the renewal and reinvigoration of this iconic rural hospital.

Private health care market

While demand in the Australian private health care market still exists and will continue to grow, as a provider of private health care, we face significant challenges and this is unlikely to change in the short to medium term.

These challenges include:

- softening demand for elective surgery and reduced hospital volume growth
- growth in private patients seeking treatment in public hospitals
- the trend towards day stay versus overnight
- private health insurance affordability, and
- health fund pressure on margins.

In response to this tougher environment, SVHA's private hospital strategy of disciplined cost control supported by a focus on revenue growth through a targeted doctor recruitment and retention strategy is a sound and prudent approach. We will continue our focus on customer experience as a priority in all our facilities.

Innovation and excellence

In line with our strategic goal to be market leaders in private health, we continue to invest in innovative technology that improves health outcomes for Australians.

Our Holy Spirit Northside Private Hospital has Australia's largest orthopaedic robotic program and it continues to prosper:

- In February 2017, orthopaedic surgeons at Holy Spirit Northside performed their first robotically assisted total knee replacement. The hospital is the only site in Queensland to perform this surgery and one of only three in the country.
- Orthopaedic robots have also been installed in theatres at our Mater Hospital in Sydney and our East Melbourne and Fitzroy private hospitals.

Operational effectiveness is one of our strategic priorities. We are investing in IT systems to support online preadmission and scanned medical records.

Expansion and development

In line with enVision2025, we continue to expand into strategic growth corridors building new private hospitals, refurbishing and improving existing facilities and increasing bed numbers.

St Vincent's Private Community Hospital Griffith opened in 2016 with 20 beds, two operating rooms and six consulting suites reshaping health care delivery in the Riverina region.

Construction is underway on the following:

- St Vincent's Private Hospital Werribee (Victoria) – a new facility opening in early-2018 with 48 beds and four theatres.
- St Vincent's Private Hospital Toowoomba – a new theatre complex and renovations due for completion in February 2018.
- St Vincent's Private Hospital Sydney – construction of a new East Wing with 50 new beds, three new theatres as well as extensive redevelopment of the hospital due for completion in February 2019.
- St Vincent's Private Hospital East Melbourne – 23 new beds due for completion in February 2018.



room service

from the hospital bed

Our Mater Hospital Sydney is the first hospital in New South Wales to offer room service. Patients receive fresh, cooked to order meals delivered in under 45 minutes anytime between 6.30am and 7pm.

All inpatients are offered room service, including those on fluid or texture modified diets. Patient's meal ordering patterns are tracked after each meal to ensure no patient misses out on a meal. Within their diet restriction, the patient is in control of what food they receive and when. This, in turn, supports better nutrition and sleep.

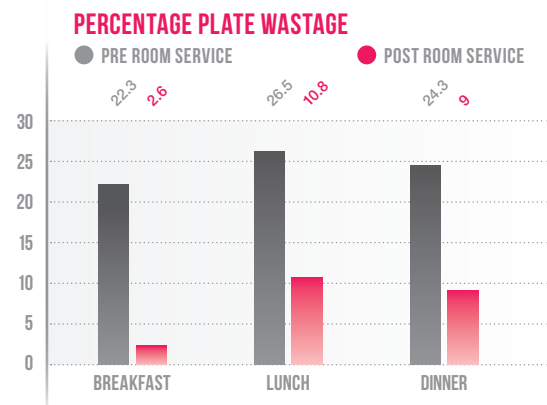
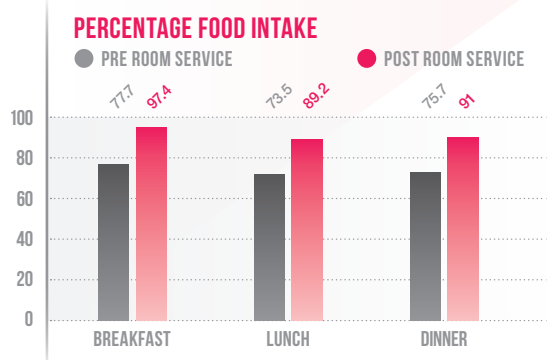
Mater's new room service provides greater flexibility in meal delivery times to meet appetite or clinical patient needs. It also improves insulin control as patients can select meal times and quantities similar to their home situation. This new service has not only resulted in increased patient satisfaction, it has also significantly decreased food wastage, as patients are able to order what they want to eat, at a time that suits them, and when they're hungry.

The new system supports detailed capturing of patient food consumption and related wastage. This provides clinicians with improved information for enhancing patient care. With a percentage of patients having a poor appetite and at risk of malnutrition, the potential improved nutritional intake and corresponding nutritional status aids their recovery and positively impacts their clinical outcomes.

Benefits of the new room service include:

- Improved staff satisfaction – food services staff are finding the system easier to learn and far less complex. At the same time, trolleys aren't as heavy and equipment is easier to use.
- Reduced supplements usage – a 75% reduction in nutritional supplement usage as patients prefer to order extra nutrition from the menu, rather than using supplements.
- Meal patterns have changed – patients are ordering three meals a day, compared to the previous six meals per day. This has resulted in a reduction in food costs as well as improved satisfaction.
- Increased guest meal revenue – guest meal requests have doubled since the introduction of room service.

Data collection on the new service is underway, however, preliminary feedback has been extremely positive from staff, patients, visitors and the general public. Mater is excited to see the development of this new service and how it impacts all aspects of patient care, including financial benefits, patient satisfaction, process efficiencies and, most importantly, clinical outcomes.



OUR FABULOUS PHYSIOS

St Vincent's Private Hospital East Melbourne provides ongoing support to the Children First Foundation (CFF). CFF is an organisation that provides funding and support for children from around the world who need life changing surgery. CFF coordinates the medical team, while the hospital's paediatrics ward provides the hospital and nursing staff for surgery to take place. Often the children require multiple surgeries to correct their condition.

The hospital's physiotherapy team, including Pauline Macleod, Ruth O'Connor, Jade Brown, Tania Pasquariello and Jeremy Duggan realised the importance and benefits of ongoing physio treatment for these patients. Initially the children would return

to their accommodation at CFF's Miracle *sMiles* Retreat to be cared for by volunteers and their relationship with the hospital would cease.

In response to this, our team, led by Pauline, began making monthly visits to the the Miracle *sMiles* Retreat to provide physiotherapy assistance to the children post-surgery. They soon realised this wasn't enough and started a new program in the gym at the hospital. To do this, they gave up their lunch time every Wednesday to provide physiotherapy support to the children.

Now in its fourth year the physio team has provided ongoing support to over 30 children. Pauline is now attending the

Miracle *sMiles* Retreat every fortnight to provide yoga and pilates classes.

Jade Brown provides support to the CFF patients needing physio treatment each week. She enjoys seeing the children having fun and making progress as they prepare for their return to their home countries.

The physio team is also providing advice and support for a new purpose-built gym that will be constructed in the future for all children at CFF.

Theresa and Koko from Children's First Foundation with (right) Foundation volunteer Kaye Aitken and staff members (left) Tania Pasquariello and (front right) Jade Brown.





International evidence shows that hospitals and health care facilities that undertake research deliver higher quality care, have better patient outcomes and are more efficient.

For the past 25 years, the St Vincent's Clinic Foundation has been working to strengthen research and education by funding innovative clinical and scientific research projects across the St Vincent's Sydney campus. The Foundation encourages staff on campus to have enquiring minds and to always be looking at ways that care can be delivered more effectively to benefit patients.

When the St Vincent's Clinic Foundation was established in 1992, its first president, Sr Bernice said: "The value of developments in treatment and procedures can only be tested by clinical practitioners and their detailed outcome studies of actual patient care."

Since then, the Foundation has awarded 357 grants worth \$14,369,466 in a diverse range of clinical areas, including cardiology, haematology/stem cell research, gastroenterology, oncology, neurology, immunology/virology, endocrinology, otolaryngology, urology and rheumatology. The Foundation has introduced specific grants such as adult stem cell research grants, multidisciplinary research grants designed specifically to facilitate nursing and allied health research and travelling scholarships to encourage international research and collaboration.

St Vincent's Sydney Campus continues to be at the forefront of medical research and innovation in areas such as cardiac and HIV research. The future presents many new opportunities in both traditional and new areas for St Vincent's Clinic such as precision medicine and genomics. The St Vincent's Clinic Foundation will continue to support clinicians and researchers to make strides toward understanding and treating these conditions and ensuring patients benefit from the findings of their research.

St Vincent's Clinic Foundation
celebrating 25 years
of funding innovative research

Aged Care Division

In line with our enVision2025 targets, 2016-17 has been a year of significant growth and expansion for our aged care division, St Vincent's Care Services (SVCS). We opened three new facilities in three separate states, undertook major extension and refurbishment works at a number of facilities and finalised the transition of two facilities from other providers.

A momentous year

SVCS Toowoomba (formerly Lourdes Home for the Aged), a 162-bed facility, officially transitioned to SVCS on 1 July 2016. The transition process was aided by the fact that the facility had been under SVCS management for the previous nine years. A number of upgrade projects commenced at the facility in 2017, including the installation of solar panels as part of the SVHA National Energy Action Program.

In August 2016 we opened a brand new building, Lenneberg House, as part of our existing facility at **SVCS Southport** on the Gold Coast. Lenneberg House accommodates 36 residents and offers specialist services for residents living with dementia, in a safe, comfortable and welcoming environment. Installation of solar panels at SVCS Southport was completed in June 2017 as well as other refurbishment work.

SVCS Arundel (formerly Jabiru Aged Care and Jabiru Villas on the Gold Coast) was transitioned from Masonic Care Queensland to SVCS on 1 September 2016. This aged care facility caters for 49 residents and, while it was in a good operational state, we were cognisant of the need to improve the facility. New nurse call and communication systems were installed soon after the transition period and a significant refurbishment project began in June 2017.



A momentous year (continued...)

In October 2016, we opened **SVCS Bronte** – a 106-bed greenfield aged care facility with a focus on lifestyle and luxury that is geared towards discerning residents in Sydney's eastern suburbs. Boasting premium fittings and furnishings, fine dining options, extensive lifestyle and leisure programs in conjunction with exceptional care and support, SVCS Bronte is well positioned to be one of the pre-eminent aged care facilities in Sydney.

SVCS Mitchelton added a new dedicated dementia care service to its campus in November 2016. Shannon House is a contemporary and welcoming community catering for 32 residents living with dementia. Residents have access to secure outdoor courtyards, comfortable lounge and dining areas, and specialist leisure and lifestyle programs.

As one of our largest and most enduring campuses, a number of refurbishment and building projects have been necessary at SVCS Mitchelton. These include a full refurbishment of Killarney House and Cork House aged care residences, a complete rebuild and extension of the site's community centre for the independent living residents and extensive works at the Madonna Villa aged care building.

We opened **SVCS Maroochydore** in late January 2017. Situated in the heart of Maroochydore's CBD and overlooking the Maroochy river and beaches, the 124-bed facility is an attractive option for local seniors who seek a balance of exceptional care and lifestyle. Designed as part of a master-planned Catholic community, the aged care facility shares land with the stunning new Stella Maris Catholic Church, a café, community activity centre and open green spaces. Residents can take advantage of the Sunshine Coast weather and enjoy leisure time in the gardens and courtyards, or even a beverage overlooking the ocean in the facility's Sky Bar.

With the commissioning of our five new facilities now complete, we are focussing on upgrading and refurbishing our other facilities as required. Notably, later in 2017, we will embark on a significant refurbishment of one of our landmark facilities, **SVCS Kangaroo Point** including the development of a multi-storey car park by St Vincent's Health Care. Historically and lovingly known as Marycrest and Lilian Cooper, our Kangaroo Point facility is revered as one of the pioneering aged care homes in Brisbane. The time has come to rejuvenate this facility so it can continue its legacy of care long into the future.



Interior of St Vincent's Care Services Bronte

new facility opens in Werribee

In May 2017, we welcomed the first residents to our third newly constructed facility, SVCS Werribee. This is a unique and exciting addition to the organisation as it is co-located with St Vincent's Private Hospital Werribee, which is due to open in early 2018. SVCS Werribee provides its 80 residents with a relaxing and supportive aged care facility within a brand new, beautifully furnished and landscaped community.

His Grace, the Most Reverend Archbishop Denis Hart, officially opened and blessed our new SVCS Werribee aged care facility with SVHA Chair, Paul Robertson AM and Chair, Trustees of Mary Aikenhead Ministries, Dr Maria Theresa Ho.





adapting to change in aged care

The aged care sector is experiencing significant change, due to numerous reforms to the industry, a sharp increase in providers, and increasing consumer expectations – who now have more choice over how their care is delivered and by whom.

The need to adapt to this evolving sector has served as an opportunity for St Vincent's Care Services (SVCS) to take stock of our operations and assess our position in the market. It has been crucial for the organisation to determine how best to continue to grow and become a leader in the aged care industry, but most importantly, expand our Mission in delivering exceptional care and support to our residents and clients.

The most significant change in the aged care sector has been the deregulation of community (also known as in-home) care services. This move has allowed for significant growth opportunities for SVCS, but it has also increased competition in the sector as more providers vie for a slice of the market. We are fortunate to have strong relationships with our St Vincent's hospitals and we are working with them collaboratively to include community and home care services as a continuum of care option for their patients. In addition, we are working closely with local parishes and other Catholic organisations to help foster referrals to our at-home community living services. It is crucial we continue to cultivate these relationships to enable better care and smoother transitions, while ensuring the continued success of this vitally important segment of our business.

The year ahead holds significant challenges and opportunities as we move into a phase of capacity building, continuous improvement and increased promotion of the aged care division.



SVCS Eltham welcomed baby Veken, born to a refugee family that has been resettled at the facility.

BRINGING HOPE TO SYRIAN REFUGEES

In September 2015, SVCS answered a call to assist in the resettlement of around 12,000 Syrian and Iraqi refugees in Australia.

We committed to refurbishing 60 unused one-bedroom units at our Eltham aged care and independent living campus in Melbourne. These units provide refugees with medium-term rental accommodation.

As with all journeys there were challenges and obstacles along the way including land zoning applications and resistance from some elements in the community. Most notable, during a public protest, was the group of supporters, members of the community, politicians, councillors and the Welcome to Eltham group standing outside SVCS Eltham in silent vigil amid a sea of police and butterfly symbols.

SVHA, Catholic networks, other not-for profit organisations, federal, state and local governments and local community support groups worked together and the barriers the project faced were overcome. The refurbishment was completed in late 2016 and the first refugee residents moved into the units in December 2016.

These highly vulnerable refugees have been made to feel welcome, valued and safe by the residents of SVCS Eltham and the wider community and the project has resulted in the strengthening of community links with those living at the facility.

our
research





research

As one of the key pillars in the SHVA enVision2025 strategy, research is supported at all levels and driven by our expert clinicians, scientists and researchers all focused on improving care for our community.

Medical research underpins our approach to patient care. Our devoted researchers have been inspiring in their efforts to deliver the latest advances in health care. In turn, our researchers are inspired by the patients they see every day, and are driven by a desire to improve their patients' quality of life.

To reflect the importance of research and education in our hospitals and aged care facilities, SVHA Board has established a new Research and Education Committee.

112
PHD STUDENTS



message from Dr Megan Robertson

Director of Research, St Vincent's Hospital Melbourne

Research is at the core of providing excellent care and continuous improvement at St Vincent's Hospital Melbourne. Our extensive and well-established research program spans all areas, from basic research to clinical translation, and it is supported and driven by our expert clinicians, scientists and researchers all working together. SVHA has growing expertise in bioengineering and device development, which has flourished with the Aikenhead Centre for Medical Discovery initiative (ACMD) – Australia's first biomedical engineering research hub that will be integrated within the hospital.

The ACMD project, led by St Vincent's with the aim of speeding innovation, translation and commercialisation of medical research, reached a critical milestone with the opening of the BioFab3D facility in 2016-17.

During the year, we broadened our commitment to clinical trials and lifted our horizons to grow our national and international connections. We continued to build our links with industry by attending national and international conferences in pharma, bioengineering and biotech.

The Research Endowment Fund Grants for 2016 distributed a record \$962,000 for clinicians and project seed funding. For the first time, St Vincent's Health Australia ongoing Inclusive Health Program (IHP) Grants were included to support research in areas of social justice. This reflects our Mission of caring for the poor and vulnerable in our community.

46

CONFERRED HIGHER
DEGREE RESEARCH



778
PUBLICATIONS

72
OTHER HIGHER
DEGREE RESEARCH



\$962,000
RESEARCH
ENDOWMENT FUNDING

3

BOOKS PUBLISHED



NATIONAL HEALTH AND
MEDICAL RESEARCH COUNCIL
AND AUSTRALIAN RESEARCH
COUNCIL GRANTS

\$7.9M
(JAN-DEC 2016)



\$115.08M
RESEARCH
INCOME RECEIVED

30

BOOK CHAPTERS
PUBLISHED

AMOUNT
ACTIVE

\$15.8M
(JAN-DEC 2016)

message from

Associate Professor Philip Cunningham

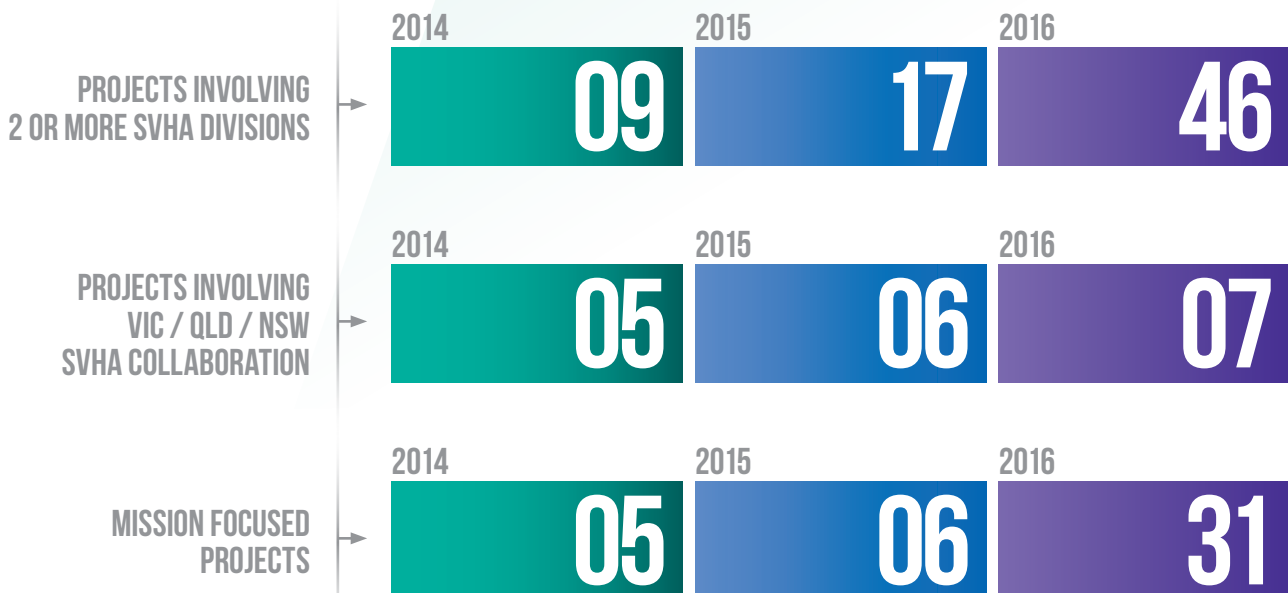
Chief Operating Officer, St Vincent's Centre
for Applied Medical Research

The research institutes on the St Vincent's Research Campus at Darlinghurst, Sydney, including Garvan Institute of Medical Research, The Kinghorn Cancer Centre, Victor Chang Cardiac Research Institute and the St Vincent's Centre for Applied Medical Research have pioneered insights into some of the most widespread diseases affecting our community today.

Our primary flagship research enterprise is the Centre for Applied Medical Research. Within this is the Translational Research Centre, which provides an environment that allows for future expansion of clinical research at the Darlinghurst campus. The Centre houses the St Vincent's Research Office, which provides human research ethics and governance review for campus-wide research projects. It also accommodates Kirby Institute staff to create an interface with St Vincent's clinicians including speciality HIV inpatient and ambulatory services and the NSW State Reference Laboratory for HIV.

Key to the St Vincent's Research Precinct is the principle of sharing infrastructure. Investment in core facilities that can be shared across the campus is not only efficient but creates operational excellence. This includes creating a campus-wide website (www.amr.org.au), which brings together our research achievements and capabilities with those of our partners.

Transforming health care is what SVHA is all about. We believe that this fundamental step of bringing our bench scientists together with clinician researchers will mean we are well placed to take a leadership role in clinical research. This will accelerate the translation of new knowledge into leading edge practices, devices and tests, techniques and treatments.



444

UNDERGRADS
(MEDICINE)



RESEARCH
AT A GLANCE

St Vincent's Research
Campus, Sydney



15

BOOK CHAPTERS
PUBLISHED

110

PHD STUDENTS



\$780,000

ST VINCENT'S
CLINIC FOUNDATION
GRANTS

842

JOURNAL PUBLICATIONS



NATIONAL HEALTH AND
MEDICAL RESEARCH COUNCIL
AND AUSTRALIAN RESEARCH
COUNCIL GRANTS

\$1.04M



20

PRIZES / AWARDS
(INSTITUTION AND STAFF)

\$5.64M

TOTAL
RESEARCH INCOME

48

HIGHER DEGREE STUDENTS



RESEARCH OUTCOMES IN PRACTICE



ONLINE VIDEO
CONTENT

the way we treat neurological conditions

For Natalie Kallelea, every day was a struggle. Suffering from severe epilepsy, Natalie spent many years incapacitated by multiple daily seizures. But, thanks to a world-first procedure led by Director of Neurology at St Vincent's Hospital Melbourne, Professor Mark Cook, Natalie now has a chance at a normal life.

Professor Cook and his team implanted a pump in Natalie's stomach that sends medication through a tiny tube directly into the brain. It is the first time that medication has been delivered in this way. While the procedure itself is very well established, it is a new example of using existing technology for novel solutions – something for which Professor Cook is becoming renowned.

"We usually employ catheters to drain rather than inject," Professor Cook says. "What's new about this is that we are delivering a drug directly to the brain, which has never been done before." This procedure marks the culmination of five years of work between Professor Cook and Medtronic, a medical device company based in Seattle. The two partners have developed a remarkable relationship, continuously looking for solutions that match Medtronic's technology with clinical objectives.

So far, three patients have undergone the procedure. Although it is early days, preliminary results are encouraging and demonstrating that the new drug delivery system can control epileptic seizures.

"The procedure has had a dramatic effect on Natalie. It's surprising how effective it has been," Professor Cook says. "The side effects are manageable and we are all ecstatic with how things have gone."

Professor Cook believes that St Vincent's provides unique advantages for international companies looking to collaborate on clinical trials. "We are lucky to have excellent clinical processes in the hospital, highly capable staff and first-class infrastructure. We see people who have very difficult epilepsy. There are few other options for them and they are very enthusiastic about being involved with these new clinical trials."



3 PATIENTS HAVE UNDERGONE THE NEW PROCEDURE



innovating to improve access to HIV testing

St Vincent's Centre for Applied Medical Research is taking an innovative approach to assisting vulnerable people at risk of HIV infection to improve rates of testing. The use of dried blood spots, where a sample of blood is collected from a finger-prick and dried on a card, means samples can be collected in the field, at home or in the clinic and simply transported to a testing laboratory. This means more patients can be tested.

Collecting samples of blood in this format has been used for decades in screening programs aimed at newborn babies for a range of hereditary diseases. Every baby born in an Australian hospital will have a sample of blood collected from a heel-prick within a few days of birth.

Now, the New South Wales State Reference Laboratory for HIV has adapted this type of sample collection to a range of programs for HIV and hepatitis testing. Babies born to mothers with HIV infection can be tested and, if HIV is detected, may start lifesaving treatment. This program has been so successful that it is now routinely performed in the Southern Highlands of Papua New Guinea, Timor Leste and the many countries of the Western Pacific: regions where limited laboratory testing facilities are available and the logistics of refrigerated transportation of conventional blood samples is problematic. Since this program began the laboratory has tested more than 400 samples, with many infants being referred for treatment and care.

Increasing the rates of voluntary HIV testing is essential to Australia realising its goal of markedly reducing or virtually eliminating HIV transmissions by 2020.

In response to these ambitious public health targets, our dried blood spot research has been expanded to reach people in New South Wales who may not consider themselves at risk of HIV infection and may not access clinics or community testing. This pilot program aims to increase access to testing by allowing participants to conveniently collect the sample of blood in the comfort of their own home with privacy and confidentiality. Participants register online and receive the collection kit by express post. Once the samples have been allowed to dry they are mailed back in a replied paid envelope to the laboratory and results are issued via a sexual health clinic nurse.

These innovative HIV testing programs will supplement the range of available testing options in Australia and will improve the frequency and uptake of testing in vulnerable and marginalised populations that are at risk of HIV infection.



World-first procedure brings hope to Natalie Kallelea who suffers from severe epilepsy.

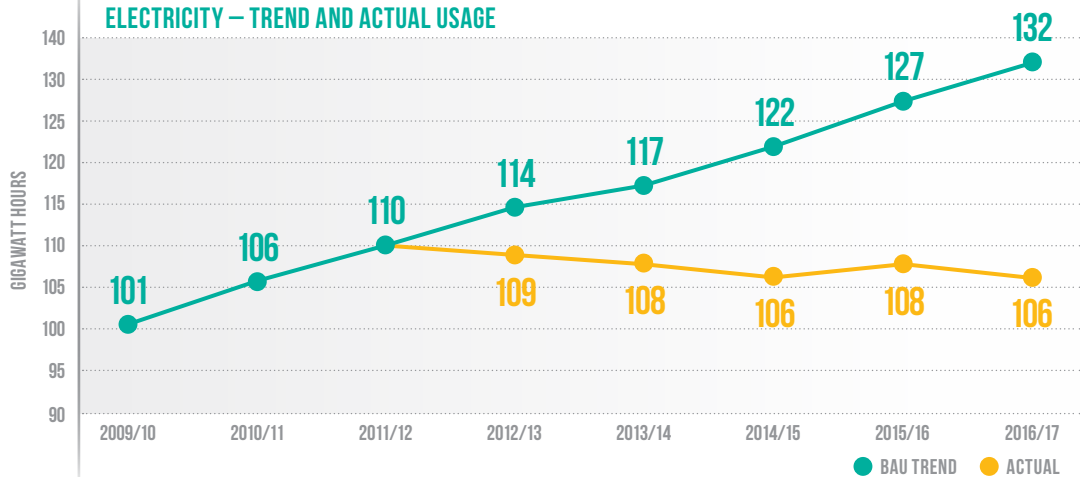
our environmental performance

2017 has seen significant change in the national energy market. SVHA's Electricity rates have increased on average by 36% and gas rates increased by approximately 70-80%. Like many organisations, the increase in energy cost has put tremendous pressure on SVHA to reduce our organisation-wide energy consumption.

Energy

SVHA's total energy usage over the 2016-17 financial year has decreased by approximately 2% to 587,969 Gigajoules. This reduction is a good indication that the organisation is becoming energy conscious, especially given the growth of new facilities. The reduction in energy usage can be attributed to the implementation of SVHA's National Energy Action Program of energy efficiency solutions, as well as individual efforts from facilities to drive down their own energy usage.

ELECTRICITY – TREND AND ACTUAL USAGE



Waste and recycling

SVHA generated approximately 7,199 tonnes of waste in 2016-17: 6,190 tonnes of non-clinical or related waste and 1,009 tonnes from clinical waste streams.

This is an increase of 221 tonnes from the previous financial year primarily driven by an increase in patient episodes and expansion in the hospital and aged care divisions.

During this year we recycled 1,289 tonnes of waste including 234 tonnes of paper which is equivalent to 3,051 trees saved.

Water

During the 2016-17 financial year we used approximately 757,343 kilolitres of water. The increase in water usage is attributed to the opening of new facilities across the SVHA portfolio.

Emissions

Our total emissions are directly proportional to our energy usage. We have had a reduction in energy consumption and a corresponding decrease in our total levels of greenhouse gas emissions from 118,109 tonnes CO₂e in 2015-16 down to 113,817 tonnes CO₂e in 2016-17.


Solar PV

We have commissioned 95% of our installed solar generation capacity which when completed will represent almost 4% of our annual electricity consumption. The addition of the Solar PV systems will reduce the baseload of the organisation and also reduce our emissions with the generation of carbon neutral energy.



National Energy Action Program

SVHA's National Energy Action Program is designed to help keep our energy costs down and reduce our carbon footprint through a range of energy efficiency solutions. The first of these is the installation and commissioning of Solar PV systems across 16 of our facilities. Other energy conservation measures being implemented include replacing existing incandescent and fluorescent lighting with LED alternatives and Plug Load Energy management to improve the energy efficiency of lighting and other plug load equipment. These measures are expected to be completed by December 2017. Further Heating, Ventilation Air Conditioning (HVAC) optimisation is being trialled at one of our hospitals and will be implemented at other facilities once the savings are demonstrated.



a greener SVHA

SVHA has installed 10,000 solar PV panels across 16 of our hospitals and aged care facilities. These high efficiency panels are designed to generate 3,923,132 Kilowatt hours of electricity per annum. This is a key initiative of SVHA's National Energy Action Program (NEAP). We are proud to say that this initiative represents one of Australia's largest health care rollouts of solar power.

The generation of clean energy is approximately 4% of the organisation's total electricity consumption. The general lifespan of Solar PV systems is about 25 years, which means that SVHA will have a baseload reduction for many years to come.

Striving for
something
greater





our clinical governance

SVHA's enVision2025 strategy underpins our clinical governance program inspiring us to provide the best care experience for our patients and residents.

Our clinical governance and patient safety framework provides leaders, managers and staff with the strategies and tools to improve the quality and safety of our services. It also ensures that appropriate systems and processes are in place to achieve this goal.

The program involves a range of activities at the division, facility and ward/unit levels. These include person-centred care, accreditation, incident management, risk assessments, benchmarking results and activities addressing state, national and international safety and quality priorities.

75.7%
Patient experience – 75.7% of patients expressed they would recommend SVHA to a family member or friend.

Accreditation

The primary aim of accreditation is to assess health services against a suite of prescribed standards aimed to protect our patients and residents from harm and to improve the quality of health services that we provide. Ensuring that our patients, residents and clients are kept informed of issues and risks arising from the care we provide is fundamental to growing our Mission, living our Values and providing the best possible health care. The National Safety and Quality Health Service (NSQHS) Standards were introduced in 2013 by the Australian Commission on Safety and Quality in Health Care (ACSQHC) to provide a nationally consistent and uniform set of measures of quality and safety for health services. Since their introduction, all SVHA facilities have met the core requirements and achieved accreditation with the Australian Council on Healthcare Standards (ACHS).

How safe is our care?

SVHA believes 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 access to a range of information about how we perform against national safety benchmark standards on our website: www.svha.org.au

Appropriate care

At SVHA we remain committed to ensuring that the right care is provided to the right patient at the right time, in order to achieve outcomes that are aligned to patient/resident expectations and experience. During 2016-17, we provided care to more than 280,600 patients in our public and private facilities and more than 400 residents in our aged care facilities (excluding outpatient visits). The majority of the care we deliver is safe and effective, however despite having systems in place to ensure reliability of care and the excellent skills, training and best intentions of our staff, things occasionally do not go as expected. When this happens, it can cause distress for patients, residents, families and staff, particularly if the consequence is severe. Creating a culture where staff are encouraged to report incidents is paramount to safety improvement. These incidents are used as opportunities from which to learn and make improvements.

In the last 12 months there have been 33,576 clinical incidents notified across our public, private and aged care facilities. That means on average, approximately 12% of patients/residents experience some kind of incident during their stay. Of these, 32,950 (98%) sustained minimal to no harm, 524 sustained an event requiring additional medical care, and 38 (0.1%) resulted in significant harm or death.



100%

OF SVHA FACILITIES
accredited under the National
Safety and Quality Health
Service Standards



84%

OF ALL STAFF COMPLIED WITH HAND HYGIENE AUDIT REQUIREMENTS

(5% improvement over three years)



87%

NURSING STAFF COMPLIANCE

(4% improvement over three years)



72%

MEDICAL STAFF COMPLIANCE

(7% improvement over three years)



0.7 SAB INFECTIONS PER PATIENT CARE DAY

(NATIONAL TARGET LESS THAN 2 INFECTIONS PER PATIENT CARE DAY)

Each year our teams perform thousands of operations and see hundreds of thousands of patients. In 2016-17 SVHA performed 112,406 surgical procedures. This included 4,428 knee replacements 3,134 hip replacements and 1,334 open heart procedures at one of our facilities.

Hand hygiene

Hand hygiene is the single most important factor in reducing hospital acquired infections. Our hands may look clean but many germs are invisible to our eyes and we can transfer these to others and our environment. SVHA monitors how often staff wash their hands or use an antiseptic gel prior to providing care to our patients and residents. In June 2017, SVHA average compliance was 84%, which was consistent with the national average of 84.2%. From June 2014 – 2017, 87% of nursing staff and 72% of medical staff were compliant with expected handwashing practice. Since 2014, there has been a 5% overall improvement in hand hygiene compliance, a 4% improvement in nursing compliance and a 7% improvement in medical staff compliance.

Infections

Staphylococcus Aureus (SAB) is a type of micro-organism (bacterium) that can be commonly found on human skin. It is sometimes referred to as “staph” or “golden staph”. Most of the time, it lives in our nose or on our skin without causing any problems. However, under some circumstances, it can get inside the body through broken skin (e.g. wounds, surgery or medical devices) and cause infection that requires treatment with antibiotics. SVHA monitors SAB infections every month. The national target is for health organisations to have a rate that is less than two infections per 10,000 patient care days. Across SVHA for the last 12 months, the rate was 0.7 infections per 10,000 patient care days. This is significantly less than the national target of less than 2 infections per patient care day.

33,576

number of incidents

98%

resulting in minimum to no harm

0.1%

resulting in significant harm or death



Inspired to Care

Person-centred Care

SVHA believes that involving our patients, residents, their families and carers in the planning and delivery of care is the key to providing exceptional health care. Our person-centred care principles are 'We feel welcome. We feel valued. We feel safe'. These principles lie at the heart of SVHA's person-centred care program entitled Inspired to Care and reflect the distinctive brand of compassionate care that St Vincent's is well known for. It is our promise to the community that every person who experiences our care will feel welcome, valued, and safe.

Inspired to Care is a group-wide organisational development program which celebrates and encourages excellence in person-centred care, shines a light on areas where we can improve and maintains a strategic overview of person-centred care across SVHA.

In its first year Inspired to Care set the strategic direction for the program and engaged senior leadership across the group. The focus in 2016–17 has been on embedding the principles and engaging with frontline staff.



Inspired to Care Week

SVHA's Inspired to Care Week (5-11 June 2017) put person-centred care in the spotlight, by inviting staff to share their inspirations and the ways they make people feel welcome, valued, and safe.

The Inspired to Care Community Hub was the central online venue, hosting a Postcard Competition, Video Competition and Virtual Scavenger Hunt. Our hospital and aged care facilities organised an array of local events, including a pop-up cinema screening a patient story.

Inspired to Care Week helped capture the vibrancy, talent, and dedication of the SVHA community like never before. The breadth and diversity of participation across the Group was particularly impressive with all our divisions and states strongly represented.

Visitors to the Inspired to Care Community Hub surpassed triple figures and more than 200 teams and individuals entered the competitions, with thousands more staff voting in the People's Choice Awards.

Enabling excellence in person-centred care

A central element of the Inspired to Care program is ensuring that all SVHA facilities adopt an evidence-based person-centred care framework. Robust frameworks enable innovation and change in a structured and accountable way. They can also improve efficiency and embed best practice care models. At the beginning of 2017, all SVHA public and private hospitals had adopted an evidence-based framework, including Studer, Magnet, Productive Ward, In Safe Hands and Transforming Care at the Bedside.

Inspired to Care Grants

Inspired to Care launched a grants program in 2017, offering project funding of up to \$10,000. These grants were for staff initiatives which addressed one or more of SVHA's person-centred care principles and were informed by patient or resident feedback and data. The grants program was very competitive, with 52 high quality proposals submitted by our health and aged care services.

The Inspired to Care Steering Committee awarded 14 grants totalling \$122,616. The projects share a person-centred focus, an organisation-wide approach and strong potential to be adapted by other SVHA facilities.



Inspired to Shine



Ethos... kinder, safer health care for our staff

In 2016 SVHA embarked on a program of culture change called 'the Ethos Program - Inspired to Shine'. This will result in a kinder, safer and more reliable health care system. We recently reached an important milestone with the launch of the Ethos program at St Vincent's Hospital Melbourne.

The lead up to the launch involved six months of planning including:

- completion of an organisational readiness assessment
- establishment of a Steering Committee
- development and implementation of a communications and promotions strategy, and
- development of a training strategy which included the training of Ethos messengers, Ethos trainers and the roll out of the Ethos "All staff awareness sessions".

Staff are able to enter reports about their colleagues' behaviour into the web based Ethos reporting tool. These reports can be either positive (i.e. about behaviour that supports a culture of patient and staff safety) or negative (i.e. about behaviour that undermines a culture of patient, resident and client or staff safety).

In the first month of the program, there were:

- 18 reports submitted which included eight negative reports and 10 positive reports
- eight Ethos messages delivered
- 49 Ethos messengers and eight Ethos trainers trained, and
- approximately 100 staff participated in the Ethos All staff awareness session.

So far, there has been a positive response and great interest from across the hospital. This interest will grow as we continue to promote and more staff learn about the program.

During the year, we were successful with our National Health and Medical Research Council grant application in partnership with the Australian Institute of Health Care Innovation. The grant provides \$1.2 million to evaluate the SVHA Ethos program nationally over three years.

We are preparing to roll out the Ethos program across all our facilities. There has also been interest in Ethos from the wider health sector and SVHA is establishing collaborative relationships with other health services to share and further develop the program.



our
people





our people

SVHA employs more than 18,500 people who express the Mission of SVHA in their care of our patients and residents and in their care and respect for one another as co-workers. Together we are striving for something greater in serving our Mission and living our Values.

Inspired to
Lead

PEOPLE
EMPLOYED

Building a strong and supportive workplace culture where all employees have the chance to flourish and contribute to our Mission is an important part of SVHA's enVision2025 strategy. During the past 12 months we have prioritised the safety of our people, growing our indigenous workforce and the implementation of a new human resources information management system called Workday.

Our safety performance

Workplace safety is a key strategic goal under enVision2025. It is also one of our biggest challenges. We are pleased to report the progress we have made as an organisation in making the workplace safer for our staff. This important culture change program clearly demonstrates how much we care for each other.

Lost Time Injury Frequency Rate (LTIFR) is a universal safety measure of any full working day or shift lost to injury. Another key measure of safety is identifying hazards. The tables below demonstrate the dramatic improvement in our safety performance over four years.

APRIL 2013			
AREA	LTIs LAST 12 MONTHS	LTIFR	HAZARDS IDENTIFIED
SVHA	217	12.5	94
GROUP	0	0	0
PUBLIC DIVISION	100	8.74	41
PRIVATE DIVISION	91	16.81	53
AGED CARE DIVISION	26	31.79	0

JUNE 2017			
AREA	LTIs LAST 12 MONTHS	LTIFR	HAZARDS IDENTIFIED
SVHA	91	4.62	1,931
GROUP	0	0	0
PUBLIC DIVISION	73	6.73	809
PRIVATE DIVISION	11	1.45	978
AGED CARE DIVISION	7	5.51	144

How has this come about?

Patient, resident and client safety has always been our highest priority and we now take employee safety just as seriously. It has taken time to arrive at this understanding. Changing the culture of an organisation always does. While we have come a long way, the change is not complete.

To achieve further improvement we have embedded programs and initiatives at every level of the organisation. Incident investigations are in place for all lost time injuries and near misses. Executive safety walk-arounds and executive presence at all Work Health & Safety (WH&S) meetings are now mandatory. New WH&S staff have been recruited and there has been a significant investment in training and equipment. Safety management systems have been reviewed and updated and WH&S audits strengthened at all sites. All lost time injuries are reported to the relevant CEO. Furthermore, SVHA Divisional CEOs now present their Safety Business Plan bi-annually to the Group CEO and Group General Manager People & Culture.



growing our *indigenous workforce*

We continue to strengthen our commitment to Closing the Gap for Aboriginal and Torres Strait Islander people as part of our Reconciliation Action Plan (RAP). In 2015, SVHA signed on to the Department of Prime Minister and Cabinet Employment Parity Initiative (EPI). This aims to increase the number of large Australian companies with a workforce reflective of the size of the indigenous population in Australia.

Our aim is to employ 500 Aboriginal and Torres Strait Islander staff by 2020 as doctors, nurses, health workers and shared support roles across the organisation. Since signing on to the EPI, our Aboriginal and Torres Strait Islander workforce has

increased by 40 per cent to more than 100. To achieve this we have an indigenous employment specialist in each of the three states we operate in, co-ordinated nationally by an Indigenous Employment Manager.

Our efforts in growing our indigenous workforce extend far more widely than just increasing our Aboriginal and Torres Strait Islander staff. Retaining our indigenous staff is a critical element in the EPI. We work with specialist employment networks in hiring of staff. We have had a turnover of less than 1% and the staff that have left have often returned to the local community, taking with them the valuable skills they have acquired at SVHA.

Employment is only part of the story. To achieve this number we are forging partnerships in the community, working with local indigenous leaders and implementing Cultural Respect online training that strengthens our culturally safe work space. For example, we are partnering with Jesuit Social Services to develop a tailored employment pathway program.

This is a challenging initiative but if we are to Close the Gap in Australia, organisations like SVHA need to be leading the charge.

staff profiles



CALLIE NOAKES

Callie Noakes, a registered nurse in St Vincent's Hospital Sydney Bone Marrow Transplant/ Haematology and Oncology Unit, won the "Excellence in Aboriginal and Torres Strait Islander Healthcare Award" for excellence in Nursing and Midwifery 2016. Callie's award is in recognition of her excellence in practice and the significant contribution she has made to the nursing profession, her team and to the patients she cares for.



BENNY EGGMOLLESSE

Benny Eggmolesse is a Murri fella from Queensland. His mother's people are the Karuwali people of the Diamantina River and his father's people are the Mbarbaram people, west of the Atherton Tablelands. Benny is Human Resources and Indigenous Program Specialist for St Vincent's Health Network Sydney. He has a wealth of experience in diversity employment, specialising in Aboriginal and Torres Strait Islander workforce development. Benny joined SVHA in 2016 working on the Indigenous employment program and implementing a strategy on retention and career pathways.



WADE JACKSON

Wade Jackson has worked at St Vincent's Private Hospital Toowoomba looking after all the general maintenance for the past 21 years.

Wade is a proud man from the Gunggari Traditional Owner Peoples. Born in Roma, Queensland, Wade grew up in Mitchell before moving to Toowoomba where he is well known and respected throughout the local community and South West Queensland.

"I love that every day I am doing different things – it's never the same." Wade says. "I also love the people and meeting new people every day. Many of our patients come from out west and when I get to talking, there is always a connection; they know someone that I know, or remember something that happened in their town."

"It's the people that inspire me. I love to just have a yarn to everyone."

In living the SVHA Mission and Values, Wade and his wife have fostered more than 20 children in need.

"It was really good to know that we were helping out. Kids sometimes need a safe place and I'm just glad we could help," he says.



Workday

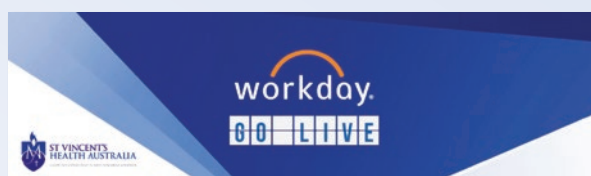
In line with SVHA's enVision2025 strategy, the standardisation and simplification of processes supports our people in the delivery of our Mission. Workday is SVHA's new people management system due for implementation by end-October 2017. It will replace a number of disparate Human Resources systems currently in use across SVHA providing a better and more consistent user experience for all our managers and employees.

For leaders, Workday provides up to date, reliable information and reporting that will support their decision making when they need it; on their computer, tablet or phone. By reducing the number of Human Resources systems across SVHA and implementing a common platform, leaders will have complete organisational visibility.

For managers, Workday means using one system to manage their team, recruit and on board staff, manage learning and

development as well as annual performance appraisals. It will provide more reliable reports and data that will help them manage their teams more effectively.

With Workday, employees will be able to view our organisational structure as well as quickly and easily locate and contact staff in other parts of SVHA. They will be able to access personal information and update their contact details, resumes and Linked In profiles if they choose.



our governance

St Vincent's Health Australia (SVHA) is a group of not-for-profit non-listed public companies. The SVHA Board sits concurrently 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.





our board



[Front row from left]
Prof Suzanne Crowe AM, Ms Patricia Faulkner AO, Mr Paul Robertson AM
and Prof Maryanne Confoy RSC.

[Back row left to right]
Mr Brendan Earle, Ms Anne McDonald, Mr Paul McClintock AO, Sr Mary Wright IBVM and Dr Michael Coote.

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
- Chair, ad hoc Health Infrastructure Partnership Committee

Ms Patricia Faulkner AO

- First appointed in October 2010
- Deputy Chair, St Vincent's Health Australia Group of Companies
- Member, Clinical Governance and Safety Committee
- Member, Mission, Ethics and Advocacy Committee

Professor Maryanne Confoy RSC

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

Professor Suzanne Crowe AM

- First appointed in January 2013
- Chair, Clinical Governance & Safety Committee
- Member, Mission, Ethics and Advocacy Committee
- Member, Research & Education Committee
- Member, ad hoc Health Infrastructure Partnership Committee

Mr Brendan Earle

- First appointed in October 2010
- Member, Finance and Investment Committee
- Member Clinical Governance and Safety Committee
- Member, Audit and Risk Committee
- Member, ad hoc Health Infrastructure Partnership Committee

Mr Paul McClintock AO

- First appointed in January 2013
- Chair, Finance and Investment Committee
- Member, Research and Education Committee
- Member, ad hoc Health Infrastructure Partnership Committee.

Sr Mary Wright IBVM

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

Dr Michael Coote

- First appointed in August 2016
- Chair, Research and Education Committee
- Member, Clinical Governance and Safety Committee

Ms Anne McDonald

- First appointed in June 2017
- Member Audit and Risk Committee

Professor Peter Smith

- Retired 31 December 2016

Mr Gary Humphrys

- Retired 30 June 2017

We thank Peter and Gary for their valuable contributions as directors and dedicated service to our Mission.

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.

Mr Toby Hall

Group Chief Executive Officer

Dr Victoria Atkinson

Group General Manager Clinical Governance/Chief Medical Officer

Mr Rob Beetson

Group General Manager Corporate Governance

Mr David Bryant

Group General Manager People & Culture

Ms Abbie Clark

Group General Manager Public Affairs

Mr John Leahy

CEO St Vincent's Aged Care Division

Ms Ruth Martin

Group Chief Financial Officer

Ms Lisa McDonald

Group Leader Mission

Associate Professor Patricia O'Rourke

CEO St Vincent's Public Hospitals Division

Mr David Swan

CEO St Vincent's Private Hospitals Division

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



our structure



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

ST VINCENT'S HEALTH NETWORK SYDNEY

ST VINCENT'S HOSPITAL MELBOURNE

ST VINCENT'S CARE SERVICES

STELLA MARIS AGED CARE
(MANAGED FOR THE SISTERS OF MERCY PARRAMATTA)

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

AUBURN HOUSE

CAMBRIDGE HOUSE

RIVERSIDE HOUSE

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)

f. *our*
financials





Financial performance

St Vincent's Health Australia (SVHA) Group and partners generated revenue of \$2.4 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, SVHA invested \$226.7 million including in new private hospital and aged care facilities in Werribee, Victoria and the extension of St Vincent's Private Hospital Sydney.

Private Hospitals Division

The new St Vincent's Private Community Hospital Griffith 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 investing in:

- the \$67.5 million construction of a new 48 bed private hospital in Werribee, Victoria, which is expected to open early in 2018
- the new East Wing of St Vincent's Private Hospital Sydney which is nearing completion of stage one building works (\$88.5million). This extension will provide an additional 48 beds. The hospital is managed by the SVHA group on behalf of the Sisters of Charity
- stage two building works at St Vincent's Private Hospital Sydney which is expected to begin early 2018
- construction of St Vincent's Private Hospital Toowoomba theatre redevelopment including the fit out and structural works for six new theatres (\$30million), and
- planning for the development and extension of St Vincent's Private Hospital at Fitzroy.

Public Hospitals Division

The Aikenhead Centre for Medical Discovery (ACMD) 3D Bio-fabrication Centre opened in 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.

Construction of a six-bed Emergency Department Psychiatric, Alcohol and Non-prescription Drug Assessment unit at St Vincent's Hospital Sydney started in late 2016. The unit is designed to provide treatment for patients presenting with co-morbid mental health and drug and alcohol conditions. The project is being funded by the NSW state government over two years together with the hospital's SIRENS fundraising group and is expected to be completed in late 2017.

St Vincent's Hospital Sydney has recently completed design works for a Hematology, Oncology, Blood and Marrow transplant unit. The ward will be transformed into a state-of-the-art in-patient unit with positive pressure mechanical ventilation systems creating an optimal environment for contemporary and innovative models of care. Stage two works will receive fundraising support from St Vincent's Curran Foundation.

Aged Care Division

In November 2016, our new Bronte facility opened offering premium on-site services, amenities and accommodation as well as the very best in care and support services.

Our Maroochydore facility opened in December 2016. This is a 124 bed aged care facility, including a wellness centre and car parking facilities, developed on land under an agreement with the Archdiocese of Brisbane.

The acquisitions of two aged care facilities from other providers in Toowoomba and Arundel in Queensland were completed on 1 July 2016 and contributed as planned in the financial year.

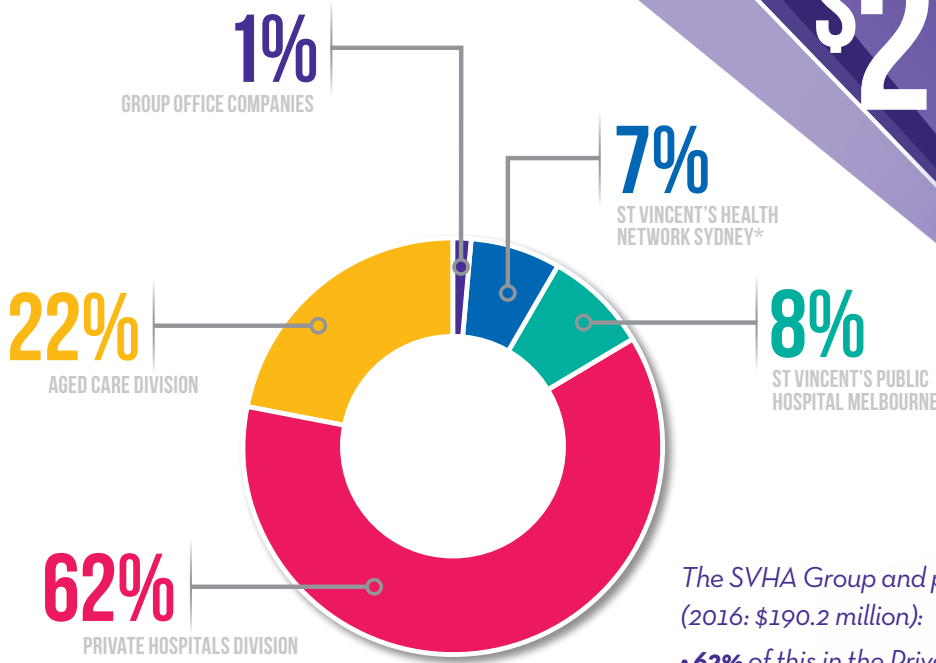
In May 2017, we opened a new aged care facility in Werribee co-located with St Vincent's Private Hospital Werribee (due to open in early 2018).

Capacity was increased at existing facilities in Southport and Mitchelton, Queensland.

OUR CAPITAL INVESTMENT

The SVHA Group and partners invested

\$226.7 MILLION (2016: \$190.2 million)
in capital investment



The SVHA Group and partners invested \$226.7 million (2016: \$190.2 million):

- 62% of this in the Private Hospitals Division
- 22% in the Aged Care Division (as represented above)

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

OUR INVESTMENT IN MISSION

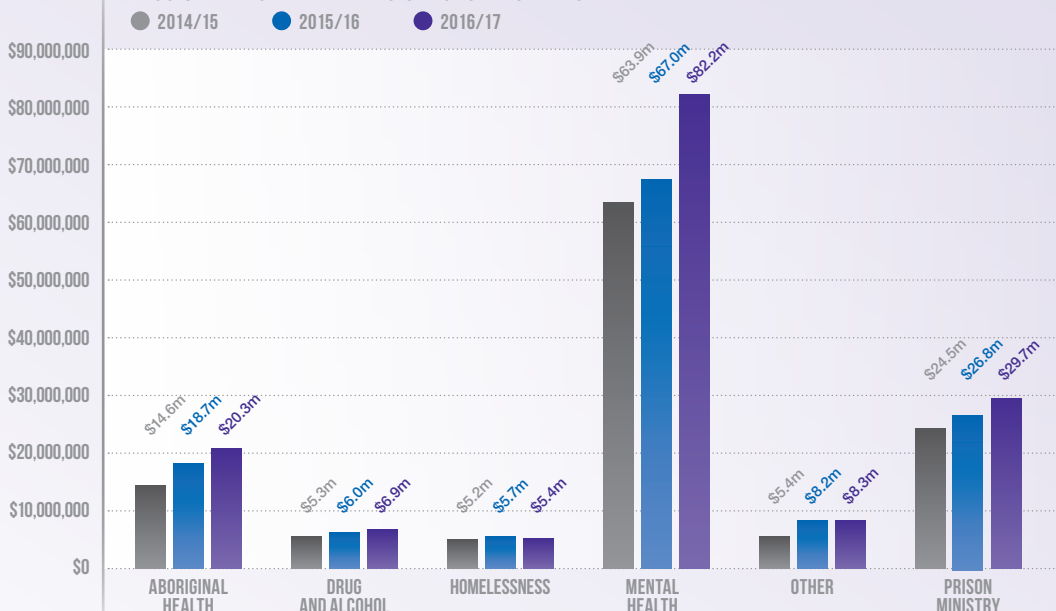
In serving something greater, we continue to grow our Mission investment, in line with our enVision2025 strategy that prioritises those with complex needs including five key groups:

- 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 \$153.1 million, an increase of 16% on the prior financial year. This significant increase in services and investment, which is core to growing our Mission, has been boosted by support from state and commonwealth governments.

A significant proportion of the 16% increase can be attributed to the growth in services for patients with mental illness in Melbourne, which accounts for just over half (53.7%) of our overall investment this financial year, as well as Aboriginal patient services in both Sydney and Melbourne (19.4%).

MISSION INVESTMENT: ENVISION2025 PRIORITIES



Assumptions:

1. Other includes funds forgone (including overseas patients), asylum seekers, refugees, aged care supplement

PROFIT OR LOSS

	STATUTORY GROUP ¹		MANAGED GROUP ²	
	2017	2016	2017	2016
	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Revenue	1,999,236	1,847,468	2,344,590	2,185,673
Other income	24,418	25,724	38,503	21,110
Total revenue and other income	2,023,654	1,873,192	2,383,093	2,206,783
Employment costs	1,199,469	1,125,532	1,375,245	1,277,527
Goods and services	650,480	587,955	780,521	724,085
Finance costs	15,205	17,975	15,382	18,901
Depreciation and amortisation	76,751	68,749	90,434	83,573
Other expenses from ordinary activities	45,074	45,966	54,690	50,190
Total expenses	1,986,979	1,846,177	2,316,272	2,154,276
Share of net surpluses of investments accounted for using the equity method	5,980	6,918	511	746
Operating surplus	42,656	33,933	67,332	53,253
Capital funding	23,664	11,500	17,364	11,127
Reversal of impairment of residential aged care bed licences	10,792	0	10,792	0
Fair value of contributed assets	14,100	7,442	14,100	7,442
Total surplus	91,211	52,875	109,588	71,822
Other comprehensive income	(314)	(752)	(314)	(752)
Total comprehensive income	90,897	52,123	109,274	71,070

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 Missionary Sisters which is included in the managed group at 100%.

St Vincent's Health Australia (SVHA) Group
and partners generated revenue of

\$2.4 billion

BALANCE SHEET

	STATUTORY GROUP ¹		MANAGED GROUP ²	
	2017	2016	2017	2016
	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Cash and cash equivalents ³	125,447	117,273	174,879	161,435
Trade and other receivables	132,307	125,918	173,728	173,966
Inventories	25,504	24,014	31,624	30,644
Investments ³	180,405	166,464	180,405	166,464
Current assets	463,663	433,669	560,636	532,509
Property, plant and equipment	1,158,849	1,012,920	1,251,927	1,110,731
Investment properties	27,980	27,829	27,980	27,829
Intangible assets	124,114	85,820	128,679	85,820
Investments ³	69,003	60,393	69,003	60,393
Other	52,367	56,399	27,595	36,276
Non-current assets	1,432,313	1,243,361	1,505,184	1,321,049
Total assets	1,895,976	1,677,030	2,065,820	1,853,558
Trade and other payables	185,818	204,198	215,115	241,526
Accommodation bonds and payables	249,126	160,607	249,126	160,607
Member loan	4,921	4,829	4,921	4,829
Borrowings	90,790	67,516	13,430	16,216
Provisions	277,838	262,441	307,468	283,791
Current liabilities	808,493	700,311	790,060	706,969
Payables	17,995	16,065	19,068	10,008
Member loan	80,693	81,382	80,693	81,382
Borrowings	105,602	91,612	139,835	132,694
Provisions	36,838	33,879	40,258	37,057
Non-current liabilities	241,128	222,938	279,854	261,141
Total liabilities	1,049,621	923,249	1,069,914	968,110
Net assets	846,355	753,781	995,906	885,448

CONSOLIDATED CASH FLOW STATEMENT

Net cash inflows from operating activities	116,349	109,882	164,290	160,846
Net cash outflows from investing activities	(217,626)	(120,438)	(232,081)	(146,033)
Net cash flow used in financing activities	109,451	(34,320)	81,236	(51,577)
Net increase/(decrease) in cash	8,174	(44,876)	13,444	(37,124)

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	131,898	112,658	174,624	153,025
Tied	242,957	231,472	249,663	235,267
	374,855	344,130	424,287	388,292

our facilities AND services

Public Hospitals

SACRED HEART HEALTH SERVICE	Darlinghurst, New South Wales	<p>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.</p> <p>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.</p>
ST JOSEPH'S HOSPITAL	Auburn, New South Wales	<p>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.</p>
ST VINCENT'S HOSPITAL SYDNEY	Darlinghurst, New South Wales	<p>St Vincent's Hospital Sydney 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.</p>
CARITAS CHRISTIE HOSPICE	Kew and Fitzroy, Victoria	<p>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.</p>
ST GEORGE'S HEALTH SERVICE	Kew, Victoria	<p>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.</p>
ST VINCENT'S HOSPITAL MELBOURNE	Fitzroy, Victoria	<p>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.</p> <p>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.</p>

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 specialities 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 Fitzroy 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

ST VINCENT'S CARE SERVICES:

Queensland

- St Vincent's Care Services Arundel
- 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 for the Sisters of Mercy Parramatta*)

Victoria

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

Queensland
New South Wales
Victoria

St Vincent's Care Services provides a range of fully government-accredited aged care and retirement communities comprising:

- Residential Aged Care
- Independent Living
- Community Aged Care packages

PUBLIC AGED CARE

St George's Health Service comprising:

- Auburn House
- Cambridge House
- Riverside House

Victoria

St George's Health Services is a suite of three small, publicly funded aged care facilities providing residential and aged persons' mental health care.

PRAGUE HOUSE

(a publicly funded service run by St Vincent's Hospital Melbourne)

Kew,
Victoria

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.

snapshot of our operations

ACTIVITY AS AT 30 JUNE 2017

	SEPARATIONS	OUTPATIENT OCCASIONS OF SERVICE	ACCIDENT & EMERGENCY DEPARTMENT PRESENTATIONS	BIRTHS	THEATRE PROCEDURES	CARDIAC CATHETERS	SCOPES	BEDS ¹	HEADCOUNT
PRIVATE HOSPITALS									
St Vincent's Private Hospital Sydney	23,888	-	-	-	16,856	2,274	-	270	1,486
Mater Hospital, North Sydney	38,254	-	-	2,250	18,024	985	3,300	230	1,040
St Vincent's Private Community Hospital Griffith	789	-	-	-	663	-	-	20	53
St Vincent's Private Hospital Fitzroy	28,435	-	-	2,556	14,969	3,440	-	224	1,894*
St Vincent's Private Hospital East Melbourne	21,025	-	-	-	15,773	-	-	139	-
St Vincent's Private Hospital Kew	5,880	-	-	-	5,874	-	-	41	-
St Vincent's Private Hospital Brisbane	5,005	286	-	-	1,334	-	-	149	458
St Vincent's Private Hospital Toowoomba	15,783	-	11,377	779	6,786	-	3,918	176	618
Holy Spirit Northside Private Hospital ²	34,316	-	-	-	10,050	2,836	8,308	227	1,102
PUBLIC HOSPITALS									
St Vincent's Hospital Melbourne	60,143	164,656	46,135	-	13,891	2,379	5,589	500	6,159**
St George's Health Service ³	1,656	22,634	-	-	-	-	-	208	-
Caritas Christi Hospice	479	-	-	-	-	-	-	28	-
Prague House ⁴	-	-	-	-	-	-	-	45	-
St Vincent's Hospital Sydney	42,086	363,726	47,181	-	8,186	2,110	3,887	402	3,400
Sacred Heart Health Service	2,034	-	-	-	-	-	-	75	206
St Joseph's Hospital	870	-	-	-	-	-	-	72	296
AGED CARE									
St Vincent's Care Services Queensland	276	-	-	-	-	-	-	879	1,623***
St Vincent's Care Services NSW	73	-	-	-	-	-	-	247	330
St Vincent's Care Services Victoria	61	-	-	-	-	-	-	185	210
GROUP SUPPORT SERVICES									242
TOTAL	281,053	551,302	104,693	5,585	112,406	14,024	25,002	4,117	18,577

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

² Joint venture with Holy Spirit Missionary Sisters, managed by St Vincent's Health Australia.

³ Includes three aged care residential facilities.

⁴ Prague House is publicly funded and managed by St Vincent's Hospital Melbourne.

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

** Total headcount for St Vincent's Hospital Melbourne including St George's Health Service, Caritas Christi Hospice and Prague House.

*** Total headcount for St Vincent's Care Services in Queensland, NSW and Victoria.

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