



ST VINCENT'S
HEALTH AUSTRALIA

UNDER THE STEWARDSHIP OF MARY AIKENHEAD MINISTRIES



-serving
SOMETHING
GREATER

Annual Report 2014-2015



Student nurses from the 1965 Preliminary Training School outside the Xavier Nurses home in Sydney with Mother Rectress, Bernice Elphick (centre front row). Photo courtesy of St Vincent's Campus Archives.

ACKNOWLEDGEMENT

St Vincent's Health Australia commits to work with our Aboriginal and Torres Strait Islander partners in a spirit of reconciliation, especially in the provision of health care.

We acknowledge that our health, aged care and research facilities are built on traditional Aboriginal and Torres Strait Islander lands, and pay our respects to their elders past and present. We renew our commitment to walk the journey of learning and healing together.

The archival images in this report are reprinted with courtesy of St Vincent's Campus Archives and the Congregational Archives of the Sisters of Charity of Australia.

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Our mission

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

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

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

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

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

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

That's why we call it a mission.

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

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

Our Creed

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

Our Vision

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

Our Values

Compassion
Justice
Integrity
Excellence



serving, seeing and striving for *something greater*

A MESSAGE FROM THE TRUSTEE, CHAIRMAN AND GROUP CEO

In 2015, we launched an ambitious new strategy for the entire organisation called enVision 2025. This strategy is the roadmap for how St Vincent's Health Australia (SVHA) will deliver on our mission to bring God's love to those in need through the healing ministry of Jesus.

The strategy identifies priorities for the next 10 years across the broader Group and in our four key areas of Public Hospitals, Private Hospitals, Aged Care and Research.

The Trustees, our Board and our leadership team are confident that this strategic direction is SVHA's best opportunity to fulfil our mission and create a sustainable legacy of excellence and care to last for years to come.

Our mission has not changed since the five Sisters of Charity came to Australia from Ireland more than 175 years ago, with a focus on serving and providing healing to those most in need.

Indeed, this year we join the founding Congregation in celebrating the 200th anniversary since Mary Aikenhead established the Sisters of Charity in Ireland. The extraordinary passion, purpose and potential these women embodied continues to inspire our work today.

Importantly, our strategy is both a reflection of those humble beginnings and recognition that the Sisters established one of the most significant not-for-profit health care providers in Australia. The passion to live out our mission has continued undiluted across the decades and it is this commitment of *servicing something greater* that drives us.

We see this mission come alive in our everyday interactions with one another and the people we serve. Our focus on five population groups living in poverty and vulnerability includes those in prisons, homeless people, people with mental illness, people with drug and alcohol addictions and urban Aboriginal and Torres Strait Islanders.

We have an opportunity with enVision 2025 of *seeing something greater* in the years ahead by growing our mission.

This growth will give us:

- a more sustainable base upon which to further our mission of care and advocacy for the poor and vulnerable;
- a more secure future for all our staff to extend their skills and career opportunities; and
- a higher profile and stronger reputation to continue attracting the best health care professionals.

Following the significant example set by the Sisters, we will continue *striving for something greater*. This means a commitment to continually pursuing excellence and never being satisfied, no matter how good our achievements. Our mission deserves nothing less than our best, every time.

It's about delivering person-centred care and pastoral care with an outstanding patient and resident experience and the best possible health outcomes.

It's about establishing centres of excellence that bring together the best doctors, researchers and medical facilities to pioneer best practice health care. It's about exceeding our own expectations.

We would like to acknowledge and thank our 17,000 employees and 1,300 volunteers for the care and service they give to our patients and residents every day.

Our people are part of the next chapter in the extraordinary story of St Vincent's – in *seeing something greater* and bringing our new strategy to life. We would also like to thank the Trustees and our directors.

You will find more details in this report about SVHA's new strategy as well as details covering:

- our financial performance;
- our patient quality and safety performance;
- our work place health and safety performance;
- our investments in mission based services;
- our advocacy on behalf of poor and marginalised Australians; and
- our Reconciliation Action Plan performance.

The road ahead is exciting – and together we are looking forward to *servicing, seeing and striving for something greater*.



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

Paul Robertson AM
Chairman
St Vincent's Health Australia

David Robinson
Chairperson
Trustees of Mary Aikenhead Ministries

who we are

St Vincent's Health Australia is the nation's largest Catholic not-for-profit health and aged care provider. We are proud to serve as a ministry of the Catholic Church in Australia under the stewardship of Mary Aikenhead Ministries.

our services **17,214** remarkable people

- 6 Public hospitals
- 8 Private hospitals
- 14 Aged care facilities
- 4 Co-located research institutes
- 1 Joint medical research and clinical facility

3,352 Hospital beds
 625 Residential aged care beds
 1,300 Generous volunteers

2,500 medical practitioners

275,149 Inpatients

108,854 Theatre procedures/scopes

ABOUT US

Our public hospitals

New South Wales

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

Victoria

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

Our private hospitals

New South Wales

- Mater Hospital, North Sydney
- St Vincent's Private Hospital, Sydney

Queensland

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

Victoria

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

Our aged care

New South Wales

- St Joseph's Village
- Stella Maris Aged Care (managed for the Sisters of Mercy Parramatta)
- St Vincent's Care Services Edgecliff

Queensland

- St Vincent's Care Services located in Bardonia, Enoggera, Kangaroo Point, Mitchelton, Gympie and Southport
- Lourdes (managed for the Diocese of Toowoomba)

Victoria

- Prague House
- St Vincent's Care Services Eltham

Our co-located research institutes

- Victor Chang Cardiac Research Institute
- Garvan Institute of Medical Research
- The O'Brien Institute*
- St Vincent's Institute of Medical Research*

*30 April 2015 saw the merger of The O'Brien Institute with St Vincent's Institute of Medical Research

St George's Health Service

- Auburn House
- Cambridge House
- Riverside House

Our joint ventures

- St Vincent's Clinic
- The Kinghorn Cancer Centre

HEALTHCARE STANDARDS

MEDAL

St Vincent's Private Hospital Sydney was awarded the first Australian Council on Healthcare Standards Group Medal for outstanding contribution to improving quality and safety in Australian health services.

2014

Sue Heffernan, Nurse Unit Manager at St Vincent's Private Hospital, Melbourne was named Catholic Health Australia's 2014 Nurse of the Year.

NURSE OF THE YEAR

AWARD WINNER

Our highlights
2014-15

LAUNCHED ENVISION 2025

We launched our ambitious new strategy with a 10-year focus on serving, seeing and striving for something greater through mission, growth and excellence.

ST VINCENT'S
HEALTH AUSTRALIA

The \$2 billion St Vincent's Health Australia group was named the 12th largest private company in the country.

Source: *The Australian*, 19 September 2014

12TH LARGEST

37

'MET WITH MERIT'

St Vincent's Private Hospital Melbourne achieved a record 37 'Met with Merit' ratings under the new national standards accreditation process, several times greater than the average awarded to hospitals nationally.

PRESS GANEY AUSTRALIA AND NEW ZEALAND'S SUCCESS STORY AWARDS

St Vincent's Private Hospital Sydney's winning entry was focussed on two interventions which successfully resulted in improving patient satisfaction through stronger staff-patient engagement on level 10 of the hospital - a medical/surgical floor specialising in ENT, neurosurgery and oncology.

WORLD FIRST

Our highlights
2014-15

HEARTS RESUSCITATED FOR TRANSPLANT

St Vincent's Hospital Sydney Heart Lung Transplant Unit carried out the world's first distant procurement of hearts donated after circulatory death. The hearts were resuscitated and successfully transplanted into patients with end-stage heart failure.

3D PRINTER HELPS BUILD NEW HEEL

In a world-first, doctors from St Vincent's Public Hospital Melbourne used a 3D printer to help build a new titanium heel for a 71-year-old man, saving him from losing his leg to cancer.

PATIENTS, RESIDENTS & FACILITIES

New Breast Health Centre

Holy Spirit Northside Private Hospital opened a Breast Health Centre to provide consultation, diagnosis and breast care management in one central location.

50 years: Alcoholism Clinic

St Vincent's Hospital Sydney celebrated 50 years since opening NSW's first Alcoholism Clinic.

30 years: Methadone Clinic

St Vincent's Hospital Sydney celebrated 30 years since establishing Australia's first coordinated Methadone Clinic.

30 years: HIV/AIDS

St Vincent's Hospital Sydney acknowledged the milestone of 30 years of supporting those living with HIV/AIDS. Over half of all Australians living with HIV have been cared for by our services.

St Vincent's Private Community Hospital Griffith

Construction commenced on a 20-bed inpatient unit, two operating theatres and 20 day-only beds with the co-located Murrumbidgee Clinical Teaching and Learning Centre.

St Vincent's Private Hospital Sydney

Redevelopment is underway which will involve the addition of a new East Wing, provide new beds, state of the art operating theatres and other facilities, as well as a refurbishment of the existing hospital wards.

St Vincent's Private Hospital Werribee and St Vincent's Aged Care Services Werribee Victoria

Planning is well advanced for a new 80-bed aged care facility planned to open January 2017, co-located with the planned state-of-the-art St Vincent's Private Hospital Werribee.

The Mater Hospital North Sydney

Development was completed on a new North West wing housing a Special Care Nursery with 16 individual patient rooms, 16 additional orthopaedic and rehabilitation private rooms, two operating rooms, 10 first stage recovery beds and six ICU beds.

Mitchelton and Southport expansions

Expansions are underway at our existing Mitchelton and Southport communities, which will introduce 44 and 40 new beds respectively when they open mid to late 2016.

St Vincent's Care Services Bronte

In January 2015, construction began on a 106-bed contemporary, lifestyle-oriented aged care community.

Full aged care accreditation

All acute and sub-acute facilities are accredited under the new National Safety and Quality Health Service Standards.

Surgeries off waiting list

St Vincent's Hospital Toowoomba partnered with Queensland Health to provide surgery for 350 public general surgery patients and over 100 ophthalmology surgical patients saving them from a long wait list.

35,000 Facebook users

St Vincent's Private Hospital Melbourne reached over 35,000 users on its Facebook page, with over 400 patients and families 'checking in' online.

enVision 2025

OUR STRATEGY

In 2014-15, St Vincent's Health Australia delivered on the final year of our five-year strategic plan, focussed on four key result areas:

01. Mission & Social Justice
02. Exceptional Care
03. Remarkable People
04. Sustainability & Growth

This report captures our progress against key goals in each of these areas.

Our new strategy: **enVision 2025**

In 2015 we launched a new strategy, enVision 2025. This is the roadmap for how SVHA will deliver on our mission to *bring God's love to those in need through the healing ministry of Jesus*.

The enVision 2025 strategy identifies priorities for the next 10 years across the broader Group and in the four key areas of the Public Hospitals Division, Private Hospitals Division, Aged Care Division and Research.

Through enVision 2025 we will be *servicing, seeing and striving for something greater* as we work together towards these shared goals.

our ambition

Our ambition is focused on five key elements so that we continue growing as a leader, attracting the best practitioners and employees and ultimately seeing better health outcomes for those we serve.



Group Strategy

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.

Vision

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

Values

- // Compassion
- // Justice
- // Integrity
- // Excellence

Creed

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

SERVING SOMETHING GREATER

Formation in Catholic health and aged care



Serving and advocating for poor and vulnerable



Our Focus

- We prioritise serving five key groups:
- // Mentally ill
 - // Drug and alcohol addicted
 - // Homeless
 - // Aboriginal & Torres Strait Islanders
 - // Prisoners



SEEING SOMETHING GREATER

Public Hospitals

- // Centres of Excellence
- // Invest in existing facility growth
- // Expand footprint in growth corridors
- // Enabling partnerships



Private Hospitals

- // Strengthen and grow existing hospitals by 500 beds
- // Expand into strategic growth corridors
- // Market leaders in private health
- // Operational effectiveness
- // Financial strength and flexibility

Aged Care

- // Expand to 15,000 places by 2025
- // Grow to 4,500 places by 2020
- // Seamless solution across continuum of care
- // Innovative and best practice models of delivery
- // Trusted members of the communities we serve

Research

- // Increase funding and publications
- // Strengthen collaboration with universities, co-located partners and between States
- // Mission-related research



STRIVING FOR SOMETHING GREATER

Person Centred Care

- // Respectful, compassionate, culturally safe & competent



Clinical and Research Excellence

- // Deliver best clinical outcomes



Operational Excellence

- // Efficient facilities
- // Continuous productivity improvement

Best People

in health and ageing



Keeping our people **safe**

'One SVHA'

Public Hospitals

Division

“All of us working within St Vincent’s feels a special connection with the people we care for and serve. While we call it ‘person centred care’, it’s really how we live out our mission and how we value the worth of everyone who comes through our doors. In caring for those who are poor, sick and vulnerable, we are *servicing something greater*. Through enVision 2025, we will continue investing in our people, continue to grow our tertiary and quaternary services and find even more opportunities to deliver our mission.”

Patricia O’Rourke
CEO Public Hospitals Division
 St Vincent’s Health Australia

Overview

St Vincent’s Health Australia delivers compassionate, professional care through six public hospitals in New South Wales, Victoria and Queensland. We continually pursue excellence in meeting the needs of people in the community – whether that is pioneering new medical procedures at the margins of new technology or providing basic health checks for those who are marginalised and homeless.

In a world first, our team at St Vincent’s Hospital Sydney Heart Lung Transplant Unit carried out the distant procurement of hearts donated after circulatory death (DCD). These hearts were resuscitated and then successfully transplanted into patients with end-stage heart failure. Until now, transplants have relied solely on donor hearts from brain-dead patients whose hearts are still beating.

The use of DCD hearts – where the heart is no longer beating – heralds a medical breakthrough, significantly increasing the pool of available hearts for transplantation.

Len Chandler with his grandchildren.



PATIENT BACK ON HIS FEET THANKS TO WORLD FIRST PROCEDURE

When diagnosed with cartilage cancer in 2014, 71-year-old Len Chandler was referred to Professor Peter Choong at St Vincent’s Hospital Melbourne, who is regarded as a world expert in bone cancer and has been developing innovative techniques with 3D printing.

Prof Choong, with the assistance of Melbourne biotech company Anatomics and the CSIRO, used scans of Len’s left heel bone to create a 3D image of his right one. The team then used the 3D version to help construct an exact titanium replica of the bone which had been taken over by cancer.

This pioneering operation not only saved Len’s leg, it has placed SVHA at the forefront of bioengineering. Patients with advanced cancer in the calcaneus often lose their leg below the knee because it is too difficult to replace the highly complex bone, which must move in tandem with the shin and foot bones.

This history making event was a team effort, with doctors, surgeons, nurses, allied health professionals and increasingly, our partners in science, engineering and industry all working together.

Following the ground-breaking surgery in July, the Rutherglen builder is delighted to still have both of his own feet.

“I’m mobile and that’s what I really love,” said Len. “I can do all of the things I used to do with the grandchildren. I could not be happier.”

How Len’s foot was saved

Len’s right heel must be removed to stop a cancerous tumour from spreading.

Key partners use technology to tackle the problem:

- Anatomics reverses CT scans of the left foot to create an image of Len’s right foot
- CSIRO uses state-of-the-art Arcam 3D printer to create an exact copy of the heel in titanium

Prof Choong fits the titanium heel to Len’s foot and reattaches the achilles tendon and muscles.

The heel is designed with holes to help reduce weight and to allow tissue to grow through.

enVision 2025



CENTRES OF EXCELLENCE

- 3 – 4 centres by 2025 to grow impact and referral volumes



INVEST IN EXISTING FACILITY GROWTH

- Ambulatory care services
- Increased inpatient bed capacity
- Expanded referral pathways



ENABLING PARTNERSHIPS

- Referral partner of choice
- Integration in co-located facilities
- Use of technology via partnerships
- Innovative funding models



EXPAND FOOTPRINT IN GROWTH CORRIDORS

- Satellite services and polyclinics in S/SW Sydney & NW Melbourne
- 1 – 2 new public hospitals

Private Hospitals Division

“All of us working with St Vincent’s Private share a passion for providing the highest quality care, grounded in deep compassion. Our enVision 2025 strategy sets out key priorities that are both ambitious and highly achievable. We will see something greater as we focus on growth and innovative models for best practice care.”

Martin Day
CEO Private Hospitals Division
St Vincent’s Health Australia

Overview

Throughout each one of our eight private hospitals along the eastern seaboard, we are delivering person centred care that continues to push boundaries in terms of outstanding patient experience, health outcomes and effective treatment.

We are committed to continually pursue excellence across our Private Hospitals Division and we are especially proud that St Vincent’s Private Hospital Sydney was awarded the first ever Australian Council on Healthcare Standards Group Medal in 2014. Acknowledgement by the country’s most prominent health care accreditation body as a benchmark hospital for improving quality and safety is one of the best accolades we could hope for.

In Brisbane, our Holy Spirit Northside Private Hospital continues to lead in the provision of advanced tertiary care with the opening of its Breast Healthcare Centre. The new centre provides breast screening, diagnosis, consultation, treatment and care for women in a warm and supportive environment, in one central location.

Looking ahead, SVHA’s enVision 2025 strategy identifies three priorities for our Private Division to see something greater, primarily driven by investing in the capabilities of our people.

St Vincent’s Private Hospital Sydney

The St Vincent’s Private Hospital Sydney redevelopment will involve the addition of a new East Wing, provide new beds, state of the art operating theatres and other facilities, as well as a refurbishment of its existing hospital wards. This will further enhance St Vincent’s Private Hospital’s capability to meet community needs by 20 per cent and maximise outcomes for all patients served.

Mater Hospital, North Sydney

The new extensions to the North West wing of the Mater Hospital North Sydney are another example of a private hospital providing state of the art technology for first class patient experience. See further detail on page 40 – Growth and Sustainability section.

St Vincent’s Private Hospital Werribee

St Vincent’s Private Hospital Werribee (SVPHW) will begin construction this year with a ground breaking and blessing ceremony scheduled for November 2015.

The \$95 million dollar development will incorporate an acute private hospital and aged care facility. The acute private hospital will accommodate 112 overnight beds, six operating theatres, four delivery suites, special care nursery, cardiac catheter laboratory, day procedure unit, day oncology unit, rehabilitation facilities, and consulting suites. The co-located 80-bed aged care facility will provide support for residents with dementia and those who are financially disadvantaged.

ST VINCENT’S CLINIC

St Vincent’s Clinic, which includes St Vincent’s Clinic Foundation and Sisters of Charity Outreach, celebrates its 25th anniversary in 2015. Today the clinic has more than 300 doctors consulting at St Vincent’s Clinic and St Vincent’s private and public hospitals in Darlinghurst, Sydney.

St Vincent’s Clinic Foundation was established in 1992 to further the educational and research aims of the Clinic. It provides research funding for St Vincent’s Campus Darlinghurst (including the Victor Chang Cardiac Research Institute and Garvan Institute of Medical Research) and St Joseph’s Hospital in Auburn. Since its inception, the Foundation has funded more than 300 projects with over \$12 million in research grants and is currently reviewing 2016 grants totalling \$7 million.

LOVE IS IN THE AIR

A fire-fighter faced his toughest challenge ever when shocked by a poor prognosis at Holy Spirit Northside Private Hospital. His fiancé, a paramedic, was deeply anxious about the impending surgery and potential risks.

Medical staff helped the couple as they processed the difficult news, supporting their decision to marry before the surgery, despite plans for a wedding in France the following year.

Staff rallied around the couple: administrators, nurses and food services staff all wanted to be involved to make this simple wedding memorable.

Within three days, the Deck Café was elegantly decorated and in front of 10 guests, the bride-to-be proceeded down the hospital corridor to the sounds of a bagpipe player in full dress. The entire hospital listened to their vows, mesmerised with tears of joy as they witnessed this couple’s love for each other on one of their most challenging days.

Being wrapped in the care and support from SVHA allowed the couple to be brave in the midst of their vulnerability, and truly lean on one another.



Holy Spirit Northside Private Hospital hosts a wedding for a patient and his glowing bride.

enVision 2025

500
▲

STRENGTHEN AND GROW EXISTING HOSPITALS BY 500 BEDS

- Invest in expanding and updating existing sites
- Maintain market share



EXPAND INTO STRATEGIC GROWTH CORRIDORS

- New hospital builds and co-locations with Public Hospitals a priority
- Partner with St Vincent’s Public Hospitals in Ambulatory Polyclinics



MARKET LEADERS IN PRIVATE HEALTH

- Hospitals of Choice for patients, staff, clinicians and funders
- Innovation in models of Care
- Leading reputation



OPERATIONAL EFFECTIVENESS

- Standardise & synergise
- Integrated IT platform



FINANCIAL STRENGTH AND FLEXIBILITY

- Financial stewardship to support growth



Aged Care

Division

“To all of us at St Vincent’s Care Services, aged care is not about facilities and numbers – it’s about genuine care for vulnerable people, creating a sense of family and home regardless of age or status. Our enVision 2025 strategy sets out the plan for us to become one of the largest and most effective Catholic aged care providers in Australia. As we pursue excellence and strive for something greater, we will continue investing in our people, creating more career options and personal growth.”

John Leahy

CEO Aged Care Division

St Vincent’s Health Australia

Overview

St Vincent’s Care Services continues to provide high quality havens of care for older Australians who are often the most vulnerable in our society. This year, all of our aged care facilities achieved full accreditation from the Australian Aged Care Quality Agency.

We also welcomed two new residential aged care facilities – one in Melbourne and one in Sydney – with almost 200 new residents and clients.

Eltham Retirement Centre – now known as St Vincent’s Care Services Eltham – is a residential aged care community north-east of Melbourne. We received a warm welcome from its 120 staff and 160 residents and experienced a smooth transition of ownership from Melbourne City Mission.

Our vision for Eltham will bring to life a master planned residential aged care community, health services precinct and community centre, with new and upgraded facilities for the benefit of residents and the broader community over the next three to 10 years.

Our second acquisition is a 39-bed aged care facility in Sydney’s eastern suburbs now known as St Vincent’s Care Services Edgecliff.

In January 2015, construction began on St Vincent’s Care Services Bronte – a contemporary, lifestyle-oriented aged care community located within walking distance of the park, beach and local shops.

St Vincent’s Care Services Bronte has been designed with residents’ care and comfort in mind. We have collaborated with industry experts including Professor Richard Fleming, a leading expert on training and environmental design in dementia care.

We have drawn insights from extensive market research to develop a state-of-the-art aged care community that will provide the very best in person centred care. We look forward to welcoming 106 residents to St Vincent’s Care Services Bronte in July 2016.

Other planned developments include:

- 120-bed facility in Maroochydore on Queensland’s Sunshine Coast (opening December 2016);
- 112-bed facility in Werribee, Victoria co-located with St Vincent’s Hospital Werribee (opening January 2017); and
- expansions at our existing Mitchelton and Southport communities, which will introduce 44 and 40 new beds respectively (opening mid to late 2016).

enVision 2025



EXPAND TO 15,000 PLACES BY 2025

- Accelerate growth in VIC & NSW
- Continued growth in QLD
- Across continuum of care
- Strong relationships with Church and community



GROW TO 4,500 PLACES BY 2020

- Residential Aged Care: 711 → 2,500
- Community Care: 145 → 1,500
- Independent Living Units/Apartments: 251 → 500



SEAMLESS SOLUTION ACROSS CONTINUUM OF CARE MODEL



INNOVATIVE & BEST PRACTICE

- Models of delivery



TRUSTED MEMBER OF THE COMMUNITIES WE SERVE

AN EXCITING FUTURE IN AGED CARE

St Vincent’s Care Services is striving to become one of the largest and most effective Catholic aged care providers in Australia. Our 10 year strategy, enVision 2025, highlights our commitment to growth through investment in new facilities and aged care beds to meet the growing demand of Australia’s ageing population.

We will see something greater for older Australians by delivering 15,000 residential care, community care and independent living unit places by 2025.

These new and expanded facilities will introduce 390 new aged care places by January 2017, including 102 dementia beds in expertly designed dementia care environments.

Through a robust acquisition and development program, we aim to increase our footprint in Queensland, Victoria, and New South Wales to provide exceptional aged care services to 4,500 people by 2020 and 15,000 by 2025.

A significant strategic focus is growth in community care. From research and experience, we understand many older Australians wish to remain in the comfort of their own homes for as long as possible.

With this in mind, our expansion plans will see our community care services provided to 1,500 clients by 2020 and 10,000 clients by 2025. If and when the need for additional care arises, our clients will have access to and receive support from St Vincent’s continuum of care.

Our commitment to innovation, best practice, and operational excellence is underpinned by the enduring spirit of our valued employees and volunteers in whom we will continue to invest.

A LIFELONG PASSION

When acclaimed rose enthusiast Len Johnstone moved into the new building at St Vincent’s Care Services Bardon, he wasted no time in reinstating the much-admired rose garden that had to be removed to enable the development. As the designer of the original garden, it was only fitting that he be the one to bring the new garden to life.

Len spent months selecting the perfect rose varieties for the new garden, including ‘Bridget’s Joy’ named after his wife and ‘Lenny’ to commemorate his 90th birthday. Len’s beautiful legacy brings joy to residents and visitors and has left a unique and lasting mark on St Vincent’s Care Services Bardon.



Research

Overview

St Vincent's Health Australia was the first hospital group to establish a research institute in Australia and we are still at the forefront of research excellence. We partner with leading universities across the country, working alongside some of the best in their fields to lead the way in medical excellence.

We understand the vital role that medical research plays in improving health outcomes for Australians. Our researchers and clinicians work together to bring about advances in medical care that directly apply to clinical practice.

Our aspiration for 2025 is for SVHA to be a renowned health and medical research leader, with strong strategic partnerships and a focus on translating research into clinical outcomes. Our vision is to establish 'centres of excellence' that draw together the best doctors, researchers and medical facilities to pioneer best practice approaches to key areas of health care such as heart and lung, HIV and cancer genomics.

Genomics tackles kidney disease

Genomic medicine uses the information encoded in our DNA to pinpoint the precise molecular basis of a disorder. In 2012 the Garvan Institute of Medical Research established the Kinghorn Centre for Clinical Genomics (KCCG) – a state-of-the-art sequencing and research facility to advance the use of genomic information in patient care.

One particularly exciting genomics project taking place at the St Vincent's precinct in Sydney is a collaboration between Garvan and the St Vincent's Hospital Department of Renal Medicine. The teams are using the latest genome sequencing technologies to identify mutations in the genes that cause inherited kidney disease.

Autosomal dominant polycystic kidney disease (ADPKD) is a very common disorder that often foreshadows kidney failure. There are two genetic subtypes of ADPKD, one of which has a much worse prognosis than the other. The gene associated with the poorer prognosis (PKD1) has until now been very hard to sequence accurately, because it is surrounded by highly similar pseudogenes that are difficult to distinguish from the gene itself.

Now the clinicians at St Vincent's – together with genomics experts at Garvan and KCCG, led by John Shine, Marcel Dinger and Mark Cowley – have taken a new approach. They have carried out whole-genome sequencing on more than 30 patients with ADPKD.

Whole-genome sequencing makes it far easier to identify disease causing mutations in ADPKD and in most patients studied, the researchers were able to identify the exact mutation. The study shows that it is now possible to determine whether relatives of individuals with ADPKD are likely to develop the disease.

Being able to determine the specific mutation – and therefore gain insight into prognosis – at an early stage of kidney disease has important implications for patients' treatment, as well as for their lifestyle choices.

According to co-principal investigator and St Vincent's Renal Medicine specialist Dr Tim Furlong: "The genomics work we are undertaking will enable us to not only detect this kidney disease 20 years earlier, but importantly we will be able to provide treatment 20 years earlier."

MELBOURNE PROFESSOR SWIMS WITH SHARKS TO TACKLE EPILEPSY

In an international Shark Tank, one Melbourne Professor with a PowerPoint presentation and a killer argument beat some of the best in the United States in a battle for research funding.

Professor Mark Cook trounced teams of researchers from prestigious American universities such as M.I.T. in a cut throat session to win funds for epilepsy research.

Run by the Epilepsy Foundation of America, the Shark Tank pitches experts against each other in a public forum to fund the most innovative ideas for anti-epileptic drug or device trials.

Professor Cook, the Director of Neurology at St Vincent's Hospital Melbourne and the Chair of Medicine at Melbourne University, is one of Australia's most eminent neurologists, with an international reputation for epilepsy research.

"Two-hundred thousand dollars was up for grabs," said Prof Cook.

"I am pretty sure I sealed it with my final sentence – it was roughly \$6,000 per word."

The pitch was sharp and pithy: 'Our project can do everything these others can, but we really need the money.'

Prof Cook leads a team of 10 that has developed a device that can be inserted under the skin behind the ear to detect and potentially prevent epileptic seizures. The new grant secured through the pitch will fund clinical trials of the device.

Adopting some of the technology used for the highly successful cochlear hearing device, the team is looking to develop a minimally-invasive implant that can auto-detect a seizure. This will allow an accurate diagnosis to be made, and let doctors see the effects of their treatments. It may also be possible to predict oncoming seizures using the system.

It has the potential to change the lives of many people suffering with epilepsy.



EPILEPSY SURGERY: KEY FACTS

- Epilepsy is the world's most common serious brain disorder. More than 60 million people worldwide have epilepsy – 400,000 in Australia.
- 1-2% of the population have ongoing epilepsy and at least one third are not controlled by currently available medication, despite the proliferation of new drugs.
- Nearly half (49%) of people with epilepsy and their families are living below the poverty line.
- Epilepsy surgery is excellent therapy, with high success rates and relatively low risk. Despite this, relatively few procedures are performed in Australia – and the world – chiefly because of the complexity of the assessment process.
- St Vincent's Hospital Melbourne has developed the epilepsy program over the last 20 years, making it the most active epilepsy surgery facility in Australia.
- A strong research arm has been established based on the program in addition to a rigorous outcome assessment process.

enVision 2025



STRENGTHEN AND GROW STRATEGIC COLLABORATIONS WITH KEY PARTNERS



INCREASE RESEARCH AND ACCESS TO RESEARCH, PARTICULARLY IN PRIVATE HOSPITALS AND AGED CARE FACILITIES



INCREASE COLLABORATION BETWEEN ST VINCENT'S HOSPITAL SYDNEY, ST VINCENT'S HOSPITAL MELBOURNE AND QUEENSLAND



INCREASE MISSION RELATED RESEARCH



EXPAND/DEVELOP RESEARCH PRECINCTS



BETTER POSITION OURSELVES FOR POTENTIAL CHANGES IN THE RESEARCH FUNDING MODEL



BETTER TRANSLATE RESEARCH INTO CLINICAL OUTCOMES



-serving
SOMETHING
GREATER

For over 175 years St Vincent's Health Australia has been called to **serve something greater** than ourselves: to bring God's love to those who need it most. Compelled by Jesus' example and that of our founders, the Sisters of Charity, we continue to serve those who are poor and vulnerable with deep compassion and unwavering dedication. It's both our heritage and our legacy. enVision 2025 recognises that each and every one of our staff members carries the success of that mission and strategy in their hearts, their heads and their hands.

mission and social justice

A holistic approach to every person in our care requires us to celebrate the inherent dignity of each person who comes to us without discrimination and stigma and to care for all the needs of our patients and residents with outreach to their loved ones and families. In this way our goal is to bring transformation to the communities we serve and our wider society.

Pastoral Care

Pastoral care is a crucial dimension to the experience of *servicing something greater* as we care for our patients, residents and staff. A new statement about the model of pastoral care was developed this year building on recent reviews of our pastoral care services.

In the coming year, SVHA will pilot a new pastoral care reporting application and better alignment of our pastoral care staffing structures. There will also be staff development opportunities to enable a fuller expression of pastoral care and build on the distinctive nature of care in a Catholic hospital.

Formation

Formation of all our staff is a clear need and priority in SVHA's new 10 year plan, enVision 2025. SVHA is developing a "Formation for all" policy to guide the selection process of staff at recruitment, their orientation and ongoing access to formation programs. This has already seen the development of a new selection panel process and interview guides, and orientation to the mission resources. New programs for our executives will shape their formation to serve and lead the mission in the tradition of the healing ministry of Jesus.

Serving and Advocating

Through enVision 2025, SVHA has prioritised five key target areas including people with mental health issues, drug and alcohol dependence, health needs of those who are homeless, Aboriginal and Torres Strait Islander people, and the health needs of those in prison.

SVHA has a long history of serving and advocating for low income and vulnerable Australians through our mission and social justice initiatives. We strive to deliver improved health outcomes for these groups in our community through our services, research and advocacy in the context of our mission. Righting inequity requires evidence-based research with a focus on avoidable differences in care and outcomes. We will also seek to influence policy decision-makers through evidence-based practice and use the principles of Catholic Social Teaching to effect positive change.

Inclusive Health Innovation Fund

The SVHA Inclusive Health Innovation Fund (IHIF) has been established to facilitate significant change for those most in need. This fund allows us to respond with greater agility and flexibility to both the needs of these vulnerable populations as well as the best ideas of our own people. We intend to grow our service provision, effectiveness and advocacy to improve health outcomes for vulnerable patients, residents and those we stand with in solidarity.

SVHA deeply values partnerships to meet the needs of the poor. Organisations with extensive experience undertaking innovative service delivery and research with target areas are also looking for good quality health care partners to complement their work. The IHIF will facilitate partnership development with those that can assist us in meeting our strategic goals as outlined in our enVision 2025 strategy.



Plastic surgeons Mathew Lee (left) and Professor Wayne Morrison led the team who performed the mammoth 14 hour surgery on Mary Jane's jaw.

FILIPINO MOTHER FINDS FREEDOM WITH TRANSFORMED FACE

A young, poor woman living in the Philippines knew she was in trouble when a lump on her jaw began growing at an alarming rate. Within a year, the cancerous growth had already overtaken more than half of her mouth.

As it grew, and she became more disfigured, 35-year-old Mary Jane Galon became too ashamed to be seen in public. She withdrew into her home and lived with the pain, the shame, and the worry.

"Before, I am always hiding, I am always in my home, I did not want to go outside," she said.

Pregnant with her first baby, she was also afraid that the tumour would prove fatal and she would not see her daughter grow up.

In a life-changing moment, the Children First Foundation heard about her plight and organised to bring the new mum to St Vincent's Hospital Melbourne for life-saving surgery. St Vincent's covered the cost of the surgery – in part from the 'Good Samaritan Fund', into which staff donate money from each pay to help patients in need.

Although the tumour was benign, doctors were afraid it would soon stop Mary Jane from eating and breathing.

The delicate operation took 14 hours with three surgical teams of 16 experts working on Mary Jane at the same time. Surgeons removed the thin bone from the lower leg, the fibula, and reshaped it to make a replacement jaw. They transplanted veins and arteries from her leg and arm to ensure the blood flow resumed in her newly reconstructed face. The head and neck team did a tracheostomy so that Mary Jane could breathe, knowing that her face and neck would be quite swollen after the surgery.

Just a few weeks after her surgery, Mary Jane's recovery was amazing.

"On all fronts we're very pleased," said Professor Wayne Morrison, who led the surgical team.

"Mary Jane is certainly very pleased, and visually it's pretty spectacular, compared to what we started with."

Mary Jane has shown a photo of herself to her family in the Philippines, and they are thrilled.

"My mother cry, my father cry, and then I hear the voice of my daughter, and I cry, because I miss my daughter!"

"I can see that there is a light in my future now. Whereas before I am always thinking that I am in the dark, always hiding. I didn't want to go out. But my mother always told me don't close hope, maybe God will help. Now I see hope. Now I'm happy."

A FEW PRECIOUS MOMENTS

A Vietnamese-Australian couple from Melbourne were faced with a tough dilemma: Mrs Tran was due to give birth as her husband was in his last days, receiving palliative care for liver cancer. Uninsured and from a low income background, the family was dependent on the public health system and Mrs Tran was booked to give birth at another public hospital.

One of our leading obstetricians stepped in to move Mrs Tran next door at St Vincent's Private so they could be close during this intense time. Shortly after Mrs Tran gave birth, their healthy newborn son Andy was brought to his father's bedside to spend a short, precious time together before he passed away that evening. The hospital staff went the extra mile in their care, organising for a much-needed new washing machine and dryer for Mrs Tran.

Despite her deep grief, she expressed her utmost gratitude for the ongoing support and was comforted that her husband could feel and hear that Andy was by his side in those last few moments.

NATIONAL ABORIGINAL CARDIAC LIGHTHOUSE PROJECT

From November 2014 to March 2016, St Vincent's Hospital Melbourne – in collaboration with the National Heart Foundation – is participating in the *Aboriginal Cardiac Lighthouse Project*. Cardiovascular disease contributes significantly to the disparity in life expectancy between Aboriginal and Torres Strait Islander and non-Aboriginal Australians.

Hospitals play a vital role in the management of cardiac diseases, and improvements in hospital care have been identified as a key approach to reducing this disparity. This national pilot project will implement and evaluate a framework, which aims to improve the way in which hospitals deliver care to Aboriginal and Torres Strait Islander patients with cardiac disease. Outcomes include sustainable systemic developments including guidelines for clinicians in dealing with Aboriginal cardiac patients.

A POWERFUL UNION: SUPPORTING ASYLUM SEEKERS

Two iconic Melbourne services, the Asylum Seeker Resource Centre (ASRC) and St Vincent's Hospital Melbourne signed a Memorandum of Understanding, committing to working together as a powerful voice for asylum seekers.

Boman Ali Wakilzada, a member of the ASRC and emerging artist, created a powerful image to mark the signing of the Memorandum. The development solidifies a relationship which has been building for many years to improve the focus and impact of St Vincent's services for asylum seekers.

This partnership includes the provision of imaging and pathology services, training for hospital staff and development of collaborative research projects. From September 2014 until April 2015 a total of 76 ASRC clients have received pathology tests (approximately 912 test results) and 29 clients have received an imaging service.

Reconciliation Action Plan

The new SVHA 'Stretch' Reconciliation Action Plan (RAP) continues and expands our commitment to reconciliation with Australia's First Nation peoples. Our RAP is designed to build on our strengths that have been developed in terms of partnerships with Aboriginal organisations striving to improve both health and social justice outcomes for Aboriginal and Torres Strait Islander peoples.

SVHA has an ongoing commitment to work with Aboriginal organisations and to increase those partnerships in terms of health service delivery, research partnerships and employment opportunities for First Australians. This RAP will also see all staff undertake appropriate cultural awareness training over the next three years.

Two key outcomes achieved in the last year are a Memorandum of Understanding signed with Redfern Aboriginal Cooperative and St Vincent's Hospital Sydney and the creation of an Aboriginal Health Manager role at St Vincent's Hospital Melbourne.

Holistic care for Brisbane's homeless

Pathways is a post-hospital discharge pilot project designed to meet the needs of vulnerable people in the community who experience homelessness and complex health and social support needs. The project is having a significant impact since its launch in December 2014.

Two registered nurses are working in the community to assess patient's needs in terms of housing, vulnerabilities, health and previous hospital presentations. They are working with hospitals and others to support people who are at risk of being discharged into homelessness and slipping through the cracks when it comes to ongoing care.

Work is also being done with the Princess Alexandra and Royal Brisbane and Women's hospitals, particularly the Emergency Department (ED) and Mental Health inpatient units. Our nurses are seeing people in and out of these hospitals with quite complex needs; some have made a substantial number of visits to the ED.

Our nurses have been able to help locate people after leaving hospital, find appropriate accommodation and help them navigate the health care system. They are near capacity, a clear sign that patients are being assisted, managing their own care and reducing their need to go to hospital.

The *Pathways* project builds on our existing partnership with Micah Projects and Mater Health providing medical and nursing care onsite at Brisbane Common Ground, a supported housing initiative for people who are homeless or at risk of homelessness.

Hope for women and children affected by domestic violence

When families come to Safe Haven, part of St Vincent's Clinic, they have left their homes, belongings, friends and families behind. Most come with just the clothes on their backs to escape domestic violence.

Safe Haven is one of the few non-government funded 24/7 crisis accommodation and support services for women and families escaping domestic violence in NSW. This life changing service is run by Sisters of Charity Outreach in South Western Sydney but the service supports clients from all over Australia and from all cultural and socio-economic backgrounds.

Since 1995, after a request from the Local Police Command, Safe Haven has supported 1,621 women and families. In the past year, Safe Haven has helped 22 families escape domestic violence. These cases have been more complex and have required longer stays; however, 20 families have now transitioned to new lives while another two families still remain at Safe Haven.

Safe Haven staff support families to find a productive and safe life by:

- assisting them to gain income support through Centrelink;
- finding affordable housing;
- helping with immigration, family law, police and Apprehended Violence Orders;
- assisting them to communicate through interpreters if needed;
- accompanying clients to appointments and court appearances; and
- looking after children while mothers attend to legal proceedings.

These families are given opportunities to succeed through referrals to ongoing services that suit their individual circumstances and assist them to create a safe and happy future.

Sharon Sutherland, Coordinator of Safe Haven, describes how she has seen Safe Haven turn lives around:

“The clients come in squashed like pancakes but by the time they leave they hold their heads high and can see a light at the end of the tunnel.”

Significantly, through the Safe Haven program, none of the women that have been supported have returned to their former partner or situation and are truly escaping domestic violence.



A special artwork was created by Boman Ali Wakilzada

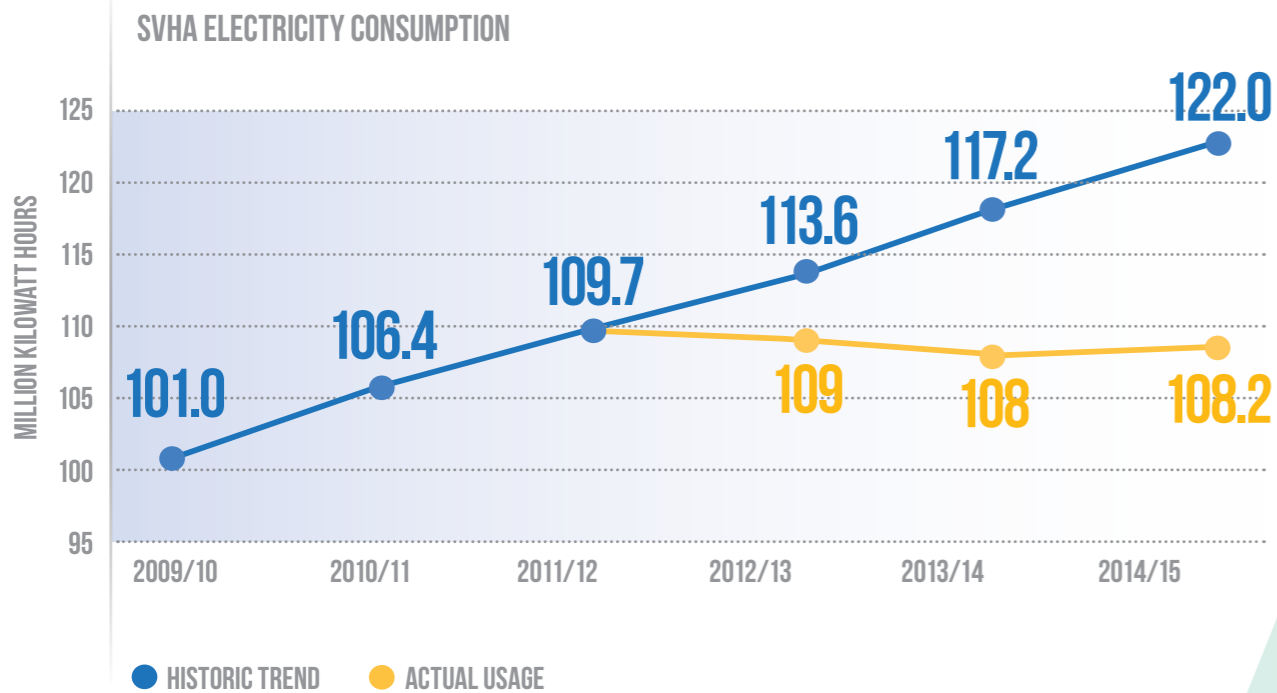
our environmental performance

During 2014-15 St Vincent's Health Australia has sought to continue the success achieved in the previous 12 months in terms of reducing our environmental impact as an organisation. This year has been a period of consolidation aimed at setting the framework for further advances in reducing our environment footprint going forward.

Efforts to reduce our energy use have continued to result in reductions in our overall electricity consumption. As demonstrated in the graph below, in the two years prior to the 2011-12 financial year our electricity consumption was rising at approximately 4% per annum.

Beginning in 2011-12 SVHA undertook a number of activities aimed at addressing energy efficiency. We are proud to say that we have maintained those reductions in 2014-15. Over this three year period we have saved approximately 27.5 million kilowatt hours providing a reduction in greenhouse gas emissions of 25,000 tonnes.

In 2014-15 we appointed a single contractor for waste management. This has allowed SVHA to vastly improve monitoring of waste levels and we are currently working with our provider of waste management services to devise meaningful solutions to waste, particularly diversion from landfill.



PVC Recycling

SVHA, like all health care providers, uses a large amount of PVC in the form of such items as saline bags. Annually in Australia approximately 50 million saline bags are manufactured, most of which end up in landfill. In early 2014 our main supplier of saline bags approached us regarding the trialling of PVC recycling.

While PVC cannot be used again for saline bags due to quality control issues there are a number of recyclers who are keen to source hospital grade PVC due to its low levels of colouring and high quality. Working with Baxter Healthcare, St Vincent's Hospital Melbourne (SVHM) was selected as the trial location.

SVHM began rolling out the segregation process to ensure the PVC supplied met the recycling company's stringent requirements. With the help of dedicated staff at SVHM, over the course of the year the PVC recycling continued to grow, with total PVC diverted from landfill to recycling amounting to four tonnes over the course of the 2014-15 financial year.

THE FUTURE

As part of our ongoing commitment to our strategy, we will be revising our environmental policy to include higher targets for energy consumption and waste. Energy is important as it represents our single greatest environmental impact due to the level of greenhouse gas emissions associated with our consumption of gas and electricity.

However, the future will also see greater emphasis on addressing our waste profile. SVHA's revamped environmental policy will include ambitious plans to reduce our waste levels and increase diversion from landfill and, with it, our CO2 emissions. It will be launched shortly for rollout in 2016-17.

FROM WASTE TO GARDEN HOSES

Enthusiastic "green champions" from the St Vincent's Melbourne Dialysis Unit, Theatre Complex and Vascular Unit are leading the environmental sustainability charge with the implementation of PVC recycling.

Plastics make up a significant share of hospital general waste, with PVC or vinyl widely used in medical products such as intravenous (IV) bags, tubing and oxygen masks. St Vincent's Hospital Melbourne currently utilise approximately 24,576 IV bags per annum.

An enthusiastic team from Dialysis and Environmental Services looked for ways to reduce the considerable waste generated in the Dialysis unit. The work of the "green champions" saw the Unit deliver a fivefold increase in waste diverted to recycling in six months, mainly due to a dramatic increase in plastics recycling, including PVC.



Green champions* from St Vincent's Melbourne Dialysis and Environmental Services

seeing SOMETHING GREATER

The very heart of SVHA's mission inspires us to see something greater. From humble beginnings we have become the largest non-government provider of public hospital services and the largest Catholic not-for-profit health and aged care provider in the country. Growth is in our DNA. enVision 2025 invites us to think big and grow so we can see a much more profound impact in the lives of millions of Australians.



health and *social advocacy*

Overview

As an organisation founded on providing care and support to the most disadvantaged, SVHA has a proud tradition of advocacy, both for the benefit of those who rely on our services but also for improvements to the health and aged care system as a whole.

Over the past 12 months the SVHA executive and board have recommitted the organisation to achieving public policy outcomes for those we serve via advocacy as well as striving to become the most respected voice in health care for vulnerable Australians by 2025.

As part of that effort, SVHA decided to focus its advocacy on five main disadvantaged groups with whom it has a long tradition of care: people with mental illness, homeless people, urban Aboriginal and Torres Strait Islanders, people with drug and alcohol addictions, and prisoners.

We are also committed to advocacy on behalf of the local communities in which our hospitals and aged care centres are based.

Our advocacy efforts take shape through:

- constructive and proactive engagement with governments;
- providing considered, evidence-based responses to proposed or announced policies;
- increased visibility in the media; and
- partnerships with other organisations that share our values and policy ambitions.

During 2014-15, SVHA produced and presented numerous submissions to state and federal governments and agencies and participated in more than 100 media opportunities. SVHA leaders and expert clinicians provided evidence in person across a wide policy spectrum including drugs, alcohol, mental health and homelessness.

Our submissions ranged from the Commonwealth Government's National Ice Taskforce – where we called for the increased availability of treatment services for users – to the Victorian Government's Royal Commission into Family Violence – where we proposed hospitals play a greater role in identifying and responding to abuse.

While the majority of our submissions focussed on achieving better outcomes for the individuals and communities who rely on our services, we also engaged with enquiries where we saw opportunities to either improve the fundamentals of the health system or where we have identified a potential risk to our organisation.

SVHA's advocacy is successful when we achieve public policy outcomes for those we serve and for the organisation.

Alcohol-related harm

For years, St Vincent's Hospital Sydney has dealt with the tragic end-result of an increasing number of drunken assaults and injuries in the city's CBD and Kings Cross.

Determined to reduce the level of harm, the hospital's clinicians and leaders played a key role in supporting the NSW Government's introduction of a range of measures to tackle the problem, including a 1.30am lockout and 3.00am last drinks for pubs and clubs in the area.

Over the past 12 months, SVHA has built on the hospital's record and continued to publicly support the NSW Government's policy – often against determined opposition from the liquor lobby – and broaden its advocacy on the prevention of alcohol-related harm into other areas.

For example, in mid-April 2015 – a little over a year since the suite of measures commonly known as the 'lockout laws' were introduced – the NSW Bureau of Crime Statistics and Research (BOCSAR) released its review into their effectiveness.

BOCSAR judged the measures to have delivered an "immediate and substantial" reduction in assault in Kings Cross (down 32%) and a "substantial and perhaps ongoing" reduction in assault in the CBD (down 26%).

There was also "no increase in assault" in areas adjacent or within easy reach of the CBD or Kings Cross. In other words, there was no evidence that the problem moved elsewhere.

The BOCSAR report provided strong evidence that the lockout laws were working to reduce alcohol-related violence.

They also backed up St Vincent's Hospital's experience, which has seen a significant reduction in the frequency and severity of alcohol-related presentations and admissions.

SVHA took a lead role in publicly welcoming the results, including our Group CEO, Toby Hall, having an opinion piece published in the Sydney Morning Herald, and surgeons from St Vincent's Hospital Sydney featuring in related newspaper, online, radio and TV news coverage.

SVHA used its experience to advocate for similar measures in other cities also struggling with alcohol-related harm and violence. An opinion piece by St Vincent's Sydney's Director of Trauma, Dr Tony Grabs, appeared in Brisbane's Courier Mail, while another by Toby Hall was published in Melbourne's Herald Sun calling on both cities to consider Sydney's success.

We also sought to extend our public profile on alcohol-related issues with Dr Nadine Ezard from St Vincent's Sydney's Drug and Alcohol Clinic providing comment to both the Sydney Morning Herald and Guardian Australia on new research around alcohol consumption.



fundraising and philanthropy

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

The fundraising efforts of St Vincent's Curran Foundation in Sydney and St Vincent's Foundation in Melbourne are the lifeblood for much of the organisation's work supporting the health of Australians from all walks of life, including the most vulnerable members of our society.

The financial year 2014-15 saw both Foundations achieve significant milestones for the hospitals they serve.

Mental health

During 2015 the National Mental Health Commission published its keenly-awaited review into Australia's mental health system, including a series of recommendations on how it could be improved.

As a major provider of public mental health services in Melbourne and Sydney, St Vincent's Health Australia took a strong interest in the review and consulted with its experts to help shape a response.

We then sought both media commentary and engagement with the Federal Government to air our views.

One area important to SVHA in the debate was the Review's target of reducing suicide in Australia by 50 per cent over the next decade.

While welcoming the target, we said health authorities needed to match efforts to reduce suicide among people with mental illness with better screening and intervention for poor diet, smoking, obesity, and other lifestyle factors which are the biggest contributors to disease and early death among this vulnerable group.

For example, among people with schizophrenia and related disorders, the biggest cause of early death is cardiovascular disease caused by obesity, smoking and lack of exercise – not suicide. It's a problem that's exacerbated by the fact that some anti-psychotic medications can contribute to significant weight gain.

In interviews with The Age and ABC Radio's AM program, Professor David Castle, Chair of Psychiatry at St Vincent's Hospital Melbourne, said: "The Commission's review has a target of reducing Australia's suicide rate by half in 10 years. That's an admirable goal.

"But we'll reduce premature deaths among mentally ill Australians by an even greater number if we do a better job screening, intervening and then monitoring the physical health of this patient group.

"If we're going to provide better care and prolong the lives of people experiencing mental illness, then we need to support the whole person – and that includes their physical health."



Examples of SVHA Tweets supporting advocacy efforts.

ST VINCENT'S CURRAN FOUNDATION

During 2014-15 the St Vincent's Curran Foundation raised \$17.2 million, an 11% increase in funds on the previous year.

Throughout the year the St Vincent's Curran Endowment Fund grew by more than \$2 million, to almost \$22 million in invested funds. This allowed the Foundation to provide grants close to \$1 million towards essential patient care, research, and equipment to St Vincent's hospitals and facilities across New South Wales.

The St Vincent's Curran Foundation also supported facility growth by launching a fundraising campaign to build a new dedicated Haematology and Bone Marrow Transplant Ward at St Vincent's Hospital Sydney. To date more than \$4.5 million has been secured towards the project aimed at providing 16 single rooms with improved infection control and patient privacy.

This year also saw the launch of the St Vincent's Private Hospital Sydney's capital campaign, with a goal of raising \$25 million in philanthropic support. More than half of this amount has already been reached through pledges and donations.

Finally, Samsung also became the Foundation's Technology Partner when they donated 340 new digital televisions to St Vincent's Hospital Sydney.

ST VINCENT'S FOUNDATION MELBOURNE

We are truly grateful to our donors as 2014-15 was a record year for St Vincent's Foundation Melbourne with donations of \$7.622 million. Over 90% of donations came from past patients, their families and friends, a powerful testimony to the excellence of care provided at the hospital.

In November 2014 the Foundation launched The Good Samaritan Fund, a staff and community-giving program to relieve financial stress among disadvantaged or vulnerable patients through the purchase of basic living essentials.

Financial support is also available to offset surgical, medication and treatment costs that the patient may be unable to pay.

In February the Foundation held its annual Opera in the Market at Queen Victoria Market. Over 1500 public patrons and 420 corporate guests attended this unique event which featured soprano Greta Bradman, tenor David Hobson, Opera Scholars Australia, the 100 Voice Choir, and the Alpha Sinfonia orchestra conducted by Guy Noble. More than \$280,000 was raised for the hospital's new Cancer Resource Centre.

In March, 31 cyclists – led by St Vincent's Hospital Melbourne's then CEO Ben Fielding – rode 93 kilometres from Hamilton to Port Fairy to raise funds for Professor Peter Choong's Cartilage Regeneration project, which uses adult stem cells to grow human cartilage. Competing in the Murray to Moyné bike ride, the team raised over \$65,000 for this ground breaking research project.

More than 500 staff and family members donned their running shoes in May 2015 for the annual St Vincent's Scrubs Run. Staff raised over \$129,000 for their individual departments while enjoying a day of family fun.



sustainability and growth

It is our mission that calls us to see *something greater* – committing to growing our presence so we can grow our mission.

While our founding Sisters of Charity may never have pursued growth as an end in itself they never shied away from the fact that being bigger meant that they could do more.

From humble beginnings we have become the largest Catholic health and aged care provider in the country – growth is in our DNA.

As the Sisters recognised very early on, our size gives us the strength to do more, and do it more effectively. We will continue to look towards something greater, to think big, to grow our presence and capabilities – growth is vital to give us the scale and ability to better deliver on our mission.

Growth gives us:

- a louder voice as an advocate for the poor and vulnerable;
- a more secure future for all our staff to grow their skills and career opportunities;
- a higher profile and leading reputation to continue to attract the best health care professionals;
- a stronger hand in our dealings with key stakeholders; and
- a more sustainable base upon which to continue our mission of care for the poor and vulnerable.

And we are ready to grow. We have the plan, we have the capability, we have the resources, we have the drive and we have the dream.

In light of this desire to grow and serve more people as a not-for-profit organisation, we strive to generate a reasonable surplus each year to:

- keep the health service sustainable;
- generate funds to replace and improve assets;
- keep our hospitals at the leading edge of research and practice;
- undertake charitable works; and
- further invest in growing our mission.

Striving for a reasonable surplus means that where we undertake health services of a fee-for-service nature we seek to do so in a manner which earns a respectable and fair margin, such that a reasonable financial surplus can be generated. The funds from this surplus are then entirely ploughed back into growing the mission and funding our numerous charitable activities.

Keeping our health service sustainable means we always try to operate in an efficient manner so valuable resources are not wasted while at the same time ensuring the quality of our patient and resident care comes first.

Sustainability also extends to caring for the environment and we seek to continuously reduce our footprint on the earth with a range of energy and water saving measures.

In all things, we are always careful with the gift entrusted to us by the Sisters of Charity and are determined to continue in their tradition of providing quality health care to all.



The partners of St Vincent's Private Community Hospital Griffith held a ground breaking and blessing ceremony at the future hospital site in March 2015.
[From left to right] NSW Minister for Education the Hon. Adrian Piccoli MP, Wiradjuri Elder, Aunty Gloria Goolagong, NSW Minister for Health the Hon. Jillian Skinner MP, Griffith City Councillor, Anne Napoli with Sisters of Charity, Sr Jacinta Fong, Sr Anthea Groves and Congregational Leader, Sr Clare Nolan and SVHA Chairman, Paul Robertson.

GROUNDBREAKING EVENT

SVHA is working collaboratively with Griffith and surrounding communities to deliver enhanced access to specialist health care through the establishment of St Vincent's Private Community Hospital, Griffith.

The new hospital, due for completion in mid-2016, will house a 20-bed inpatient unit, two operating theatres, and 20 day-only beds with the co-located Murrumbidgee Clinical Teaching and Learning Centre.

CEO of St Vincent's Private Hospital Sydney, Robert Cusack, said:

"This project brings together a private hospital and clinical learning and teaching centre to the community of Griffith as well as surrounding regions in western Riverina.

"Our core aim is to improve access to health services for the people of Griffith and beyond."

Expansion transforms Mater

The Mater Hospital North Sydney opened a new wing to transform the Mater into one of the best equipped and most advanced private hospitals in Australia.

The new North West Extensions features a dedicated Special Care Nursery with 16 individual patient rooms for premature and low birth-weight babies requiring special care and monitoring. The new nursery is based on international, best practice design and equipped with the latest technology. The nursery was generously funded by Friends of The Mater Foundation.

The extension also includes 16 additional, orthopaedic and rehabilitation private rooms, as well as two new operating rooms, 10 additional first stage recovery beds and six additional Intensive Care Unit beds. The new operating rooms will feature the most sophisticated surgical robotics system in Australia, as well as a Cardiovascular Hybrid Theatre.

"The Mater has long been internationally regarded for its excellent patient outcomes," said John Pitsonis, General Manager of Mater Hospital.

"The opening of these new facilities means that we now have the physical infrastructure that is commensurate with the extraordinary care provided by our doctors and nurses.

"For many of our surgeons, they will immediately recognise the technological advances we have made with this development, in particular the new da Vinci Xi surgical robot, the first of its kind in NSW, which will enable the Mater to undertake a range of new, advanced surgical procedures."

HIGHLIGHTS

The St Vincent's Health Australia Group plans to spend more than \$400 million over the next several years to significantly improve and grow our mission activities in hospitals and aged care. In addition to the building of new beds and services, this also includes upgrades to the information technology systems and environmental improvements to dramatically cut our use of energy and water.

To provide funds for this strategy, the Group Finance team recently completed a \$300 million new banking facility with our banking partners, and the Archdiocese and Catholic Development Funds. We are grateful for their faith in us and look forward to growing the mission and paying them back over time.

Our Private Hospitals Division is investing in the development of the new 112-bed private hospital to be built in Werribee in Victoria and the extensive refurbishment and 48-bed extension of St Vincent's Private Hospital Sydney.

St Vincent's Aged Care Division invested in extensions to campuses at Mitchelton and Southport in Queensland. Construction is well underway in the Sydney suburb of Bronte for a 106-bed facility and plans have been developed for our Maroochydore and Werribee sites. Two new aged care facilities were purchased at Eltham, Victoria and Edgecliff, Sydney. We welcome residents and staff from these facilities into the St Vincent's family.





striving for
**SOMETHING
GREATER**

We have a reputation for constantly *striving for something greater* as we pursue excellence in everything we do, never satisfied with the current reality. Our mission deserves nothing less than our best - all the time. enVision 2025 will see us drawing on cutting-edge research and experienced staff to deliver outstanding health outcomes in the highest quality facilities.

exceptional care

Clinical governance is the cornerstone of quality health care and an important area of governance for St Vincent's Health Australia. As a Catholic health care service we bring God's love to those in need through the healing ministry of Jesus. We believe in the dignity of all people and we are especially committed to people who are poor or vulnerable.

Our approach to the delivery of a safe and high quality health service is based on a range of key principles as highlighted below.

Respect for our mission, vision and values

One of our young neurology registrars was caring for a 70-year-old man named Michael with a progressive neurological disease in St Augustine's, our secure ward that serves the state's prison population in Victoria.

The man's bail applications had been denied due to a lack of understanding by the court of his rare and incurable medical condition. Knowing our patient would otherwise be sent to Port Phillip prison, our registrar made the journey to regional Victoria on her morning off to be present at the next scheduled bail hearing to advocate for him. Due to our doctor's efforts, presence and integrity, bail was unopposed. Michael now lives happily in Clifton Hill and regularly visits his St Vincent's friends.

For every encounter Michael had with St Vincent's staff, he was cared for by people who saw him in the context of his wider story and took additional and brave steps to ensure he felt valued and to secure a hopeful future for him.

Patient experience

SVHA believes that working with patients, residents and their families is the key to providing exceptional health care. We involve our patients, residents and their family and carers in planning and delivering care so that we can meet individual needs and preferences.

Every two weeks we conduct a patient satisfaction survey to gather feedback on what we are doing well and areas that need improvement. This helps us to understand and respect the unique needs and preferences of each patient and their family and then provide care that meets those needs. If the patient experience has not met their expectations, we listen and take action to improve our systems.

Over the past 12 months we have collected information from more than 60 questions. When combined, the overall mean score for the last survey period was 86.4. This ranked SVHA in the top five hospital groups in Australia. During the same period, over 80% of patients indicated 'definitely yes' for the 'likelihood of recommending the facility to friends or relatives', while 68% of patients ticked the 9 or 10 (out of 10) for the 'overall rating of care'.

Over the coming year, SVHA will continue to evolve our approach to improving the patient experience through consultation with patients, residents and staff. We will be seeking to discover new ways to establish St Vincent's care as unique and firmly focussed on our patients, residents and families.

Appropriate care

We are committed to pursuing excellence and ensuring that the right care is provided to the right patient, resident and client at the right time, in the right location and is based on the best available evidence. We believe that nothing is more important than keeping our patients safe during their stay with us.

Throughout 2014-15, we provided care for over 236,000 admitted patients in our public and private health facilities across a diverse range of services. The vast majority of care we deliver is very safe and effective.

However, despite developing systems for reliability, and the excellent skills, training and best intentions of staff, occasionally things do not go as expected. When this happens, it can cause distress for patients, 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.

Over the past 12 months, there have been 30,947 clinical incidents notified across our public, private and aged care facilities. That means that on average, 13% of patients admitted to an SVHA facility will have an incident of some description notified. Of these incidents, over 95% resulted in minimal or no harm with only 0.2% (74 incidents) resulting in significant harm or death.

A very small proportion of the latter incidents are what is known as 'never events' – extremely rare medical errors that should never happen to a patient. These include surgery performed on the wrong body part or on the wrong patient, leaving a foreign object inside a patient after surgery, or death resulting from a fall or medication error. The SVHA Board monitors these events every month via our 'Scorecard'.

Since June 2014, there have been six 'never events' across all of our facilities: three occurred in our public facilities, two in our private facilities and one in an aged care facility.

Each one of our serious adverse events is subject to a thorough investigation called a Root Cause Analysis. These investigations aim to identify the system vulnerabilities that contributed to the event and implement appropriate actions and recommendations to prevent a similar reoccurrence.

Education and training

This year we provided comprehensive face to face training on patient staff safety to over 500 employees across the organisation. This training recognises that the majority of incidents that occur in our organisation are based on system errors rather than mistakes made by individuals.

As such, a whole-of-system, coordinated, transparent and accountable approach to continuously monitoring risks and improving the safety and quality of care is the most effective known method to reduce patient and staff harm, improve efficiency, and sustain patient and stakeholder confidence in the quality of our health services.



PATIENT EXPERIENCE



OVERALL SATISFACTION

86.4%



LIKELIHOOD OF PATIENT RECOMMENDING SVHA
TO A FAMILY MEMBER OR FRIEND

80%

Source: SVHA Patient Satisfaction Survey results.

Balanced Scorecard

A comprehensive suite of indicators provides a 'balanced' view across the organisation. Some measures describe the past, some describe the present, and some indicate a current problem and others predict a future problem. This ensures that information across the organisation is reviewed together providing a tool for management to focus learning, planning and decision making on the whole system.

Our Key Performance Indicators (KPIs) aim to provide reassurance to the Board on the quality and safety of care provided, including the actions required to address system issues and vulnerabilities across the organisation.

KPIs are a mix of those that can be collected and monitored:

- Monthly: including 'never events', hospital acquired infections, access data and complaints/ feedback data;
- Quarterly: including patient experience and net promoter score, aged care; and
- Tri-annual: hand hygiene.

Public reporting

SVHA is taking the lead in ensuring that our patients, residents and their families have transparent information about how we perform against national safety benchmark standards by publishing data on our website.

This allows our patients to make informed decisions about their care. For example: 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. We can unknowingly transmit germs on our hands to others and our environment.

SVHA monitors how often staff wash their hands, before they enter a patient's room, whilst in the room and when they leave the room. In June 2015, 82.7% of staff were observed to have washed their hands during the audit period which is 17.5% above the national target of 70%. This is a 7.5% improvement over the past three years.

Staphylococcus aureus (SAB) is a type of micro-organism (bacterium) that can be commonly found on human skin. It 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. Hand washing is the most important strategy to prevent the spread of SAB and other infectious microorganisms.

SVHA monitors SAB infections every month. The national target for health organisations is a rate that is less than two infections per 10,000 patient care days. Across SVHA for the last 12 months, the rate was 0.8 infections per 10,000 patient care days – significantly under the national target.

Culture of trust and honesty

Building trust with patients, residents, clients and their family and carers – including being honest, open and transparent about health care errors – improves our ability to provide quality care.

If an error occurs, the people affected must be informed in a timely manner about why the error occurred and what is being done to reduce the risk of it happening again.

In 2014, we launched an interactive on line training program to train our workforce in open disclosure principles and practice developed in collaboration with the Cognitive Institute.

System approach

Accreditation is a key strategic issue for both public and private hospitals and is a valuable driver for improving the quality of clinical services. Ensuring that our patients, residents and clients are kept informed of issues and risks arising from the care we provide – including the outcomes of accreditation (both positive and negative) – is fundamental in meeting our mission and values and providing the best possible health care.

In 2013, the Australian Commission on Safety and Quality in Healthcare introduced a nationally consistent and uniform set of measures of safety and quality for health services. At the time of publication of this report, 100% of all SVHA facilities were accredited under the national scheme and met all criteria – a significant achievement compared with more than 40% of other hospital facilities that did not meet one or more criteria.

FOSTER GOOD COMMUNICATION

Ensuring all parts of the health care system (clinical and non-clinical) communicate effectively is critical, including clear and timely communication of information to the patient, client or resident.

In 2015, St Vincent's Hospital Sydney implemented the 'In Safe Hands' program, providing a platform for building and sustaining efficient and effective health care teams within a complex health care environment. The team on Ward 10 North implemented the program to improve teamwork and communication, patient and staff satisfaction, and patient outcomes. The program resulted in a 26% increase in staff satisfaction and 97% of patients reported communication between doctors and nurses to be good or very good.



The Ward 10 North team at St Vincent's Hospital Sydney implementing the 'In Safe Hands' program.

HOW CLEAN ARE YOUR HANDS?

NATIONAL BENCHMARK 70.0%



82.7%

OF ALL SVHA STAFF COMPLIED WITH HAND HYGIENE AUDIT REQUIREMENTS



7.5%

IMPROVEMENT IN HAND WASHING OVER 3 YEARS

Source: Results of SVHA's internal monitoring.

INFECTIONS IN HOSPITALS

INFECTION RATES OF STAPH AREUS BACTERAEMIA

NATIONAL BENCHMARK
~2.0 PER 10,000 PATIENT CARE DAYS

0.8

INFECTIONS PER 10,000 PATIENT CARE DAYS



ACCREDITATION

100%

OF SVHA FACILITIES ACCREDITED UNDER NSQHS

best people in health and ageing

It is our more than 17,000 people that are the key to us serving, seeing and striving for something greater. We are committed to investing in their capabilities and providing more in the way of career options, personal growth opportunities and a more secure future.

It is in the contribution of collective passion and expertise in pursuit of something greater – reaching out to those who are poor and vulnerable – that our people can all be part of something very special over the next 10 years.

Quite simply, we can do this by continuing to strive to be better and more effective in everything we do and by providing genuine, heart-felt care that exceeds people's expectations. Then together we will all see – and be part of – something greater.

Investing in our people

We are committed to investing in the capabilities of our people, providing more career options, personal growth opportunities and a more secure future.

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

Frontline leadership

We developed a leadership program to increase capability and encourage a consistent approach to management and leadership at the frontline. The program consists of a series of two-hour workshops supported by practical materials and guides available online in a manager's toolkit. The program is now rolling out and workshops will be introduced gradually over the next 12 months.

Executive leadership

The career and succession planning process introduced 12 months ago is now firmly established across the organisation. We are now investing in all our executives; successors are being developed for the key roles and talented executives are being retained.

A senior executive program for the top two levels in SVHA was implemented to develop leadership capability among the senior leader community. The 12-month program has involved team workshops to improve the effectiveness of each executive team, coupled with individual coaching of executives to build their capability.

A 12-month Executive Leadership Program for our talented middle managers continued, with participation from 25 executives across the organisation. The leadership development assessment continues to be implemented throughout the organisation. The customised multi-rater questionnaire was developed with reference to behaviours we expect from leaders living our mission and values and in displaying the core capabilities we require leaders to exhibit.

Core capabilities – Interview guide

We introduced a core capability framework over 12 months ago and have gradually incorporated these capabilities into all our people processes, from position descriptions to performance appraisals.

To ensure we select people at every level who best meet these capabilities, including external candidates, a comprehensive behavioural interview guide was implemented.

Safety of our people

In the last Annual Report, we identified a serious problem with the safety of our people and undertook to improve our workplace safety performance.

Over the past 12 months we have strived for something greater in the area of safety.

- Introduced a process for reporting our lost time injuries (LTI), where every LTI is discussed with the CEO of the division to ensure the injured employee is being cared for, we understand how injury occurred and what we do to ensure the incident does not re-occur.
- Worked with Dupont, an external safety organisation, at our three Melbourne Private Hospitals and Holy Spirit Northside Private Hospital in Brisbane. This includes training for all our staff, coaching for managers, revamped Work Health & Safety committees, review of key risks and improved incident investigation.
- Introduced a safety business plan process, where our three divisional CEOs present to the Group CEO and our head of People and Culture every six months to address the key safety risks in their business.
- Promoted and celebrated Safety Week in October across the organisation with each site planning their own tailored celebrations.

'Nurse of the Year' Sue Heffernan (centre).



NURSE OF THE YEAR

Nurse Unit Manager at St Vincent's Private Hospital Melbourne, Sue Heffernan, was awarded 2014 Nurse of the Year in the Catholic Health Australia (CHA) national awards. Sue received the award for her expert clinical skills, professionalism, attention to detail and compassion demonstrated over more than three decades at our hospitals in Melbourne.

Sue trained at St Vincent's Public Hospital and has worked at St Vincent's Private since 1999. Her area of expertise is colorectal surgical nursing and she is also a qualified midwife.

CHA Stewardship Board Chair, Rowena McNally, said: "Sue is one of those special people who has given so much of her life to working in Catholic health and aged care facilities and has been an example of the excellent providers of clinical care we value, as well as a provider of the personal touch to those with whom she has come into contact."

Around St Vincent's Private, Sue is known as someone with vast knowledge and experience in her specialist area, but also someone who displays genuine care and compassion for patients who are often in a great deal of discomfort and – because of the nature of colorectal problems – are not comfortable talking about their discomfort.

"Sue is constantly going above and beyond in providing care, but she is the first person to heap praise on her colleagues and her superiors for their work in ensuring the quality of care to people who come to the 7th floor at St Vincent's Private," said Ms McNally.

St Vincent's Private Hospital Melbourne CEO, Ian Grisold said: "There can be fewer compliments more valued than when a colleague describes Sue as practical, a great mediator and living and enacting our values of compassion, justice, integrity and excellence."

The CHA Nurse of the Year award honours an outstanding nurse working in Catholic health and aged care services. It recognises the commitment of a nurse to serving patients with respect and dignity whilst acknowledging their individuality.

- Recruited additional safety staff to strengthen the safety expertise in the organisation.

Safety is now embedded in all strategic and operating plans. There is better quality information and stronger reporting. Workplace meetings are improving with greater participation including senior managers.

We are pleased to report an improvement in all our key measures. Workplace safety will remain a key focus across the SVHA Group in the coming year.

Lost Time Injury Frequency Rate (LTIFR) for each of the divisions in SVHA for the period 2014-15:

AREA	2014-15
PUBLIC HOSPITAL DIVISION	12.10
PRIVATE HOSPITAL DIVISION	9.99
AGED CARE & SHARED SERVICES	12.37
OVERALL GROUP	11.41

our governance

St Vincent's Health Australia is a group of not-for-profit non-listed companies. The SVHA Board concurrently sits as the Board of the eight 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.

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

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

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

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

All directors serve as independent non-Executive directors and are appointed by the Trustees of Mary Aikenhead Ministries. Ten directors served throughout the 2014-2015 year. Biographies and special responsibilities of our Board Directors can be found on pages 50-53.

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

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

A focus on our strengths

In September 2013, the SVHA Board approved significant structural changes across the organisation to better facilitate our strategic growth. SVHA had traditionally conducted business along state based lines with each state managing a mix of public, private and aged care services. The organisational restructure saw SVHA consolidate its services and expertise in each of these important areas with the creation of three new divisions – Private Hospitals Division, Public Hospitals Division, and Aged Care & Shared Services.

The new organisational structure based along service lines has created new functional teams with expertise and experience in our three primary service areas and positioned us to better serve our community and realise the benefits of our new enVision 2025 strategic plan.

Regional Advisory Councils

Our operations in Sydney, Toowoomba and Melbourne are supported by Regional Advisory Councils (RAC) that consist of leaders and supporters from our broader community. The purpose of the RACs is to assist the Board and Executive through the provision of advice, support and insight into the local community and health services.

The RAC also provides strategic links to local church, government and community resources so as to inform the Board and Executive in relation to the strategic direction of SVHA. Whilst there is currently no RAC constituted in Brisbane, the Brisbane health and

aged care facilities have appointed community members to participate and contribute to peak hospital and health service committees.

Code of Conduct

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

Delegations Manual

Trustees of Mary Aikenhead Ministries, the Board and the Executive operate within a set of approved delegated authorities which are codified as the St Vincent's Health Australia Delegations Manual. The Manual was last reviewed and updated in October 2013 and is annually reviewed to ensure it continues to meet the needs of the organisation and complies with Canon law and the principles of good stewardship.

OUR BOARD COMMITTEES

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

The Board is supported by five standing Committees.

AUDIT AND RISK

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

QUALITY AND SAFETY

The Quality and Safety Committee ensures that systems are in place to deliver safe quality health and aged care services.

FINANCE AND INVESTMENT

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

MISSION, ETHICS AND ADVOCACY

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

PEOPLE AND CULTURE

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



our board

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

01. MR PAUL ROBERTSON AM

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

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

02. MS MELISSA BABBAGE

First appointed in October 2013
Member, Finance and Investment Committee
Member, Audit and Risk Committee

Melissa is a highly experienced financial services professional with a 19-year investment banking career spanning both international and domestic financial markets. As a managing director at Deutsche Bank for 10 years, she had responsibility for growing several different business lines across both Australia/New Zealand and Asia, as Head of Commodities, Foreign Exchange and Global Finance. Melissa is a Non-Executive Director of Swiss Re Life and Health Australia Ltd and Athletics Australia, a Trustee of Q Super and a Non-Executive Director of Q Super Ltd. Melissa is also a Member of the NSW Treasurer's Business Advisory Panel.

03. SR MARYANNE CONFOY RSC

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

Sr Maryanne is a Religious Sister of Charity and Professor of Pastoral Theology at Jesuit Theological College and MCD University of Divinity, Melbourne. Sr Maryanne is visiting Professor at the School of Theology and Ministry, Boston College, USA. She is a fellow of the MCD University of Divinity. Her governance roles have included member of the Australian Catholic University Senate and Chair of MCD Board of Postgraduate Studies. Sr Maryanne is a Council member of Edmund Rice Education Australia and a member of RMIT University Ethics Committee.

04. MR BRENDAN EARLE

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

Brendan is a partner with the national law firm Herbert Smith Freehills and has over 15 years' experience providing commercial legal advice across a range of industries. Brendan specialises in large or strategically important negotiated transactions including acquisitions, sales, joint ventures and corporate restructuring and acts as a relationship partner for several clients of the firm. Brendan has a long-standing interest in the Australian health care industry and has advised the Commonwealth Government, private insurers, aged care providers, private consulting practices and pharmaceutical manufacturers on a diverse range of projects.

05. MS PATRICIA FAULKNER AO

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

Patricia was a previous National Partner-in-Charge Health Sector at KPMG and a previous Secretary of the Victorian Government of Human Services. Patricia has held a number of roles with the Victorian Government over a period of almost 20 years in the Department of Labour and Department of Community Welfare Services. Patricia is Chair of Superpartners, Jesuit Social Services, Health & Hospitals Infrastructure Fund and National Health Performance Authority and a Member of the COAG Reform Council and the Commonwealth Grants Commission.

06. MR GARY HUMPHRYS

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

Gary has 35 years' experience in senior executive roles covering a number of disciplines including finance and accounting, treasury, taxation, IT, procurement and audit in the energy and mining industries in both the public and private sector. Gary is a Director of Ergon Energy Corporation Limited, Director of Holy Spirit Northside Private Hospital, Director, Electricity Supply Industry Superannuation (Qld) and Director, Guildford Coal.

07. PROF PETER SMITH

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

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

08. MR PAUL McCLINTOCK AO

First appointed in January 2013
Chair, Finance and Investment Committee
Member, Audit and Risk Committee

Paul is a previous Chairman of Medibank Private Limited and currently Chair of Thales Australia, Myer Holdings Limited, I-MED Network, the Institute of Virology and NSW Ports. Paul is a Director of the George Institute for Global Health. Paul served as the Secretary to Cabinet and Head of the Cabinet Policy Unit reporting directly to the Prime Minister as Chairman of Cabinet. In this position, Paul was responsible for supervising Cabinet processes and acting as the Prime Minister's most senior personal adviser on strategic directions in policy formulation.

09. PROF SUZANNE CROWE AM

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

Suzanne is an Associate Director of the Burnet Institute, Principal Research Fellow with the National Health Medical Research Council, Principal Specialist in Infectious Diseases at The Alfred Hospital and Adjunct Professor of Medicine and Infectious Diseases at Monash University, Melbourne. Suzanne is Head of the international Clinical Research Laboratory at the Burnet Institute and the World Health Organization (WHO) Regional Reference Laboratory for HIV Resistance Testing and an adviser and consultant to the WHO Global Program on AIDS.

10. SR MARY WRIGHT IBVM

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

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

our management



Standing (left to right): Toby Hall, Rob Beetson, John Leahy, Martin Day, Jack de Groot, Patricia O'Rourke
Seated (left to right): Ruth Martin, David Bryant, Victoria Atkinson, Geoff Deakin

OUR STRUCTURE

CONGREGATION OF SISTERS OF CHARITY OF AUSTRALIA

TRUSTEES OF MARY AIKENHEAD MINISTRIES (TMAM) — CHAIR: DAVID ROBINSON

ST VINCENT'S HEALTH AUSTRALIA BOARD — CHAIR: PAUL ROBERTSON AM

ST VINCENT'S HEALTH AUSTRALIA GROUP CEO — TOBY HALL

CEO St Vincent's Public Hospitals
PATRICIA O'ROURKE

CEO St Vincent's Private Hospitals
MARTIN DAY

CEO St Vincent's Aged Care & Shared Services
JOHN LEAHY

Group General Manager Corporate Governance
ROB BEETSON

Group General Manager Public Affairs
GEOFF DEAKIN

Group General Manager People & Culture
DAVID BRYANT

Group Leader Mission
JACK DE GROOT

Group Chief Financial Officer
RUTH MARTIN

Group General Manager Clinical Governance / CMO
DR VICTORIA ATKINSON

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.

01. MR TOBY HALL

Group Chief Executive Officer

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

02. MS PATRICIA O'ROURKE

CEO St Vincent's Public Hospitals

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

03. MR MARTIN DAY

CEO St Vincent's Private Hospitals

Martin started as CEO of SVHA's Private Hospitals Division in September 2013. Previously, Martin was CEO of St Vincent's Private Hospital Melbourne (formerly St Vincent's & Mercy Private Hospital) for 11 years. Martin has held leadership roles in the health service industry for over 20 years including senior positions with Mayne Health in Victoria, Western Australia and Tasmania.

04. MR JOHN LEAHY

CEO St Vincent's Aged Care & Shared Services

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

05. MR ROB BEETSON

Group General Manager Corporate Governance

Rob was appointed to the role of Group Manager Legal and Governance for SVHA in August 2010. In October 2013, Rob became Group General Manager Corporate Governance with responsibility for all aspects of corporate governance including the monitoring of strategy and group operational planning. Rob has an extensive background in the health sector in clinical, education, executive, and risk management and governance areas. Rob is the Company Secretary for St Vincent's Health Australia Limited and its 10 subsidiary companies.

06. DR VICTORIA ATKINSON

Group General Manager
Clinical Governance/Chief Medical Officer

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

07. MR DAVID BRYANT

Group General Manager People & Culture

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

08. MR JACK DE GROOT

Group Leader Mission

Jack started with SVHA in July 2013 with responsibility for leading St Vincent's growth and development in mission. Prior to joining SVHA, Jack was the Chief Executive Officer of Caritas Australia, one of the nation's largest international aid and development agencies. Jack's previous career experience includes executive roles at the Catholic Education Office of Western Australia and Commission for Justice, Development and Peace at the Catholic Archdiocese of Melbourne.

09. MS RUTH MARTIN

Group Chief Financial Officer (incoming)

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

MR PETER FORSBERG (NOT PICTURED)

Group Chief Financial Officer (outgoing)

Peter joined SVHA in July 2010 and has been responsible for leading the financial strategy of the organisation. An experienced and qualified public company chief financial officer, Peter has worked in health care, manufacturing and distribution, FMCG, professional services and publicly listed and private equity owned companies both in Australia and internationally.

10. MR GEOFF DEAKIN

Group General Manager Public Affairs

Geoff was appointed as SVHA's Group General Manager Public Affairs in September 2014 to develop and promote our advocacy agenda, strengthen our engagement with federal and state governments and enhance our presence in the media on issues of importance to the people we serve, particularly the poor and vulnerable. Before joining SVHA, Geoff had a long career at KPMG in Australia and the US where he managed a team working with large philanthropic and corporate organisations on their strategic investments in health, education and social development programs.

our facilities and services

PUBLIC HOSPITALS

SACRED HEART HEALTH SERVICE	Darlinghurst, New South Wales	Sacred Heart Health Service is a publicly funded sub-acute facility, co-located with St Vincent's Hospital Sydney. The service is one of Australia's largest and leading palliative care and rehabilitation providers and offers inpatient and outpatient services. Sacred Heart also incorporates the Cunningham Centre for Palliative Care – an academic centre that offers palliative care professional development opportunities and research in medicine, nursing and allied health.
ST JOSEPH'S HOSPITAL	Auburn, New South Wales	St Joseph's Hospital is a major sub-acute public hospital in western Sydney with core services in palliative care, medical rehabilitation, aged care and aged care psychiatry, support groups and outreach programs.
ST VINCENT'S HOSPITAL, SYDNEY	Darlinghurst, New South Wales	St Vincent's Hospital is a full service acute teaching public hospital. The hospital provides significant training and research activities and centres of excellence in heart and lung transplantation, bone marrow transplantation, cardiology, cancer, acquired immune deficiency syndrome/HIV, respiratory medicine, mental health and drug and alcohol services.
CARITAS CHRISTIE HOSPICE	Kew and Fitzroy, Victoria	Caritas Christi Hospice provides palliative care, aged care services, home care, allied health services, and bereavement and support across two inner Melbourne campuses, Kew and Fitzroy.
ST GEORGE'S HEALTH SERVICE	Kew, Victoria	St George's Health Service is integral to the operation of St Vincent's Hospital Fitzroy, acting as a recipient of onward referrals. The sub-acute service provides a comprehensive aged care service, including inpatient care, evaluation and management, residential aged care, rehabilitation, acute psychiatry, as well as a broad range of community-based assessment and treatment services.
ST VINCENT'S HOSPITAL, MELBOURNE	Fitzroy, Victoria	One of five A1 tertiary hospitals in Melbourne, St Vincent's Hospital Melbourne provides general and specialist medical and surgical state-wide services, and extensive training and research. The hospital has extensive networks with outer metropolitan and rural and regional Victoria to provide specialist tertiary referral services. The hospital is a major provider of correctional health services, including 10 tertiary service beds in a secure ward at Fitzroy and 65 beds located in correctional facilities. It owns and operates a private pathology network, private radiology services, general practice services, dialysis and BreastScreen satellite sites. St Vincent's Hospital Melbourne operates an area mental health service for the northern and eastern corridors of metropolitan Melbourne, operating 44 acute beds (including five beds providing a state wide Aboriginal mental health service) and a 20-bed Community Care Unit in North Fitzroy.

PRIVATE HOSPITALS

MATER HOSPITAL, NORTH SYDNEY	North Sydney, New South Wales	Mater is a full service private acute hospital, providing a wide range of general and specialist medical and surgical services. The hospital specialises in cancer services, joint replacement, bone and sports injuries, maternity and women's health, heart, lung and vascular services and urology intensive care, renal haemodialysis and cochlear ear implantation for both children and adults. Mater also provides a number of day only programs for patients. A teaching facility of the University of Sydney, Mater Hospital North Sydney is co-located with Mater Clinic and Poche Centre (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 a leading 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 medical facility, St Vincent's Private Hospital Brisbane offers services in acute and chronic disease management, acute geriatric medicine and evaluation management programs, neurosciences for adolescents and adults, pain management, palliative care inpatient unit, 24-hour community specialist palliative care service and rehabilitation medicine. It has one operating theatre dedicated to pain management procedures.
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 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.

AGED CARE SERVICES

<p>ST VINCENT'S CARE SERVICES:</p> <p>New South Wales St Vincent's Care Services Edgecliff* St Joseph's Village Stella Maris Aged Care (managed for the Sisters of Mercy Parramatta)</p> <p>Queensland St Vincent's Care Services located in Bardon, Enoggera, Kangaroo Point, Mitchelton, Gympie and Southport.</p> <p>Victoria St Vincent's Care Services Eltham*</p> <p>St George's Health Service comprising: Auburn House Cambridge House Riverside House</p>	<p>Queensland New South Wales Victoria</p>	<p>St Vincent's Care Services provides a range of fully government-accredited aged care and retirement communities comprising:</p> <ul style="list-style-type: none"> • Residential Aged Care • Independent Living • Community Aged Care packages
<p>ST JOSEPH'S VILLAGE</p>	<p>Auburn, New South Wales</p>	<p>A Commonwealth funded residential aged care facility comprising independent living units, hostel apartments, dementia care and community services. The facility works collaboratively with St Joseph's Hospital and is part of the residential aged care services provided by SVHA on the Auburn Campus.</p>
<p>PRAGUE HOUSE (a publicly funded service run by St Vincent's Hospital Melbourne)</p>	<p>Kew, Victoria</p>	<p>Prague House provides residential care to people who are socially and financially disadvantaged, many of whom have experienced homelessness and have a mental health condition.</p>
<p>LOURDES (managed by St Vincent's Care Services for the Diocese of Toowoomba)</p>	<p>Toowoomba, Queensland</p>	<p>Lourdes is a 163 bed aged care facility located in Toowoomba, owned by the Roman Catholic Diocese of Toowoomba. The facility is managed by St Vincent's Care Services.</p>
<p>STELLA MARIS AGED CARE (managed by St Vincent's Care Services for the Sisters of Mercy Parramatta)</p>	<p>Cronulla, New South Wales</p>	<p>A 55-place Commonwealth funded residential aged care facility comprising independent living units and hostel beds owned by the Sisters of Mercy Parramatta but managed by St Vincent's Private & Mater Hospitals Sydney.</p>

* St Vincent's Care Services Edgecliff and St Vincent's Care Services Eltham were acquired by SVHA on 1 July 2015.



our
FINANCIALS

our FINANCIALS

St Vincent's Health Australia (SVHA) Group and partners generated revenue of \$2.1 billion. As a not-for-profit, SVHA Group and partners strives to make a surplus to keep the health service sustainable, to generate funds to replace assets, to undertake charitable works, and to further invest in the mission to promote the healing ministry of Jesus.

PROFIT OR LOSS	STATUTORY GROUP ¹		MANAGED GROUP ²	
	2015	2014	2015	2014
	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Revenue	1,727,936	1,661,922	2,063,693	1,984,566
Other income	24,174	29,372	27,196	29,715
Total revenue and other income	1,752,110	1,691,294	2,090,889	2,014,281
Employment costs	1,066,545	1,027,613	1,210,095	1,164,785
Goods and services	539,144	518,626	683,918	661,010
Finance costs	19,760	15,844	21,577	19,411
Depreciation and amortisation	68,855	66,252	82,818	83,924
Other expenses from ordinary activities	44,934	39,380	51,473	45,942
Total expenses	1,739,238	1,667,715	2,049,881	1,975,072
Share of net surpluses of investments accounted for using the equity method	5,674	4,265	799	861
Operating surplus	18,546	27,844	41,807	40,070
Capital funding	3,678	1,323	6,141	1,323
Reversal of impairment of residential aged care bed licences	1,745	0	1,745	0
Fair value of contributed assets	0	350	0	350
Total surplus	23,969	29,517	49,693	41,743
Other comprehensive income	25	774	25	774
Total comprehensive income	23,994	30,291	49,718	42,517

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.

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 of Australia. Holy Spirit Northside Private Hospital is a 50% joint venture with the Holy Spirit Missionary Sisters and is included in the managed group at 100%.

KEY PERFORMANCE STATISTICS

PRIVATE HOSPITALS		PUBLIC HOSPITALS		AGED CARE	
NUMBER OF HOSPITALS		NUMBER OF HOSPITALS		NUMBER OF FACILITIES	
07	acute care hospitals ¹	02	acute care hospitals (1 in NSW and 1 in VIC)	09	residential aged care facilities
01	sub-acute care hospital	04	sub-acute care hospitals (2 in NSW and 2 in VIC)	05	independent living facilities
BEDS		BEDS		BEDS/ UNITS	
1,052	owned facilities	652	in our Victorian facilities	625	residential aged care beds
227	operated through a Joint Venture	526	in our New South Wales facilities	257	independent living unit
270	managed on behalf of the Sisters of Charity of Australia	STAFF		STAFF	
STAFF		5,984	in our Victorian facilities	812	
3,876	owned facilities	4,022	in our New South Wales facilities	SUPPORTED RESIDENTS	
1,033	operated through a Joint Venture	SEPARATIONS		40.2%	residential aged care
1,408	managed on behalf of the Sisters of Charity of Australia	Our Victorian facilities treated 50,030 acute inpatients, equating to 50,945 WIES ²		OCCUPANCY	
SEPARATIONS		Our New South Wales public facilities treated 39,080 acute inpatients (including mental health), equating to 43,196 NWAU ³		96.4%	residential aged care
114,256	owned facilities				
32,989	operated through a Joint Venture				
24,919	managed on behalf of the Sisters of Charity of Australia				

¹ 5 acute care hospitals are owned, 1 acute care hospital is operated through a Joint Venture and 1 acute care hospital is managed on behalf of the Sisters of Charity of Australia.

² Weighted Inlier Equivalent Separations.

³ National Weighted Activity Unit.

ST VINCENT'S HEALTH AUSTRALIA GROUP AND PARTNERS GENERATED REVENUE OF **\$2.1 BILLION**

our FINANCIALS

BALANCE SHEET	STATUTORY GROUP ¹		MANAGED GROUP ²	
	2015	2014	2015	2014
	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Cash and cash equivalents ³	162,149	128,940	198,560	164,220
Trade and other receivables	113,134	103,303	153,561	143,975
Inventories	20,641	18,471	27,182	23,414
Investments ³	154,118	152,766	154,118	170,454
Current assets	450,042	403,480	533,421	502,063
Property, plant and equipment	897,319	896,686	998,981	991,694
Investment properties	27,815	25,969	27,815	25,969
Intangible assets	81,941	80,945	81,941	80,945
Investments ³	58,837	49,832	58,837	49,832
Other	49,473	49,955	38,047	43,177
Non-current assets	1,115,385	1,103,387	1,205,621	1,191,617
Total assets	1,565,427	1,506,867	1,739,042	1,693,680
Trade and other payables	194,163	162,421	212,228	187,934
Accommodation bonds and payables	120,686	104,980	120,686	104,980
Member loan	4,852	4,710	4,852	4,710
Borrowings	62,454	29,027	23,019	22,789
Provisions	232,236	216,419	258,373	237,681
Current liabilities	614,391	517,557	619,158	558,094
Payables	17,615	22,690	15,991	21,520
Member loan	80,941	79,777	80,941	79,777
Borrowings	113,759	171,819	168,317	231,407
Provisions	26,073	26,370	29,267	31,105
Non-current liabilities	238,388	300,656	294,516	363,809
Total liabilities	852,779	818,213	913,674	921,903
Net assets	712,648	688,654	825,368	771,777

CASH FLOW STATEMENT

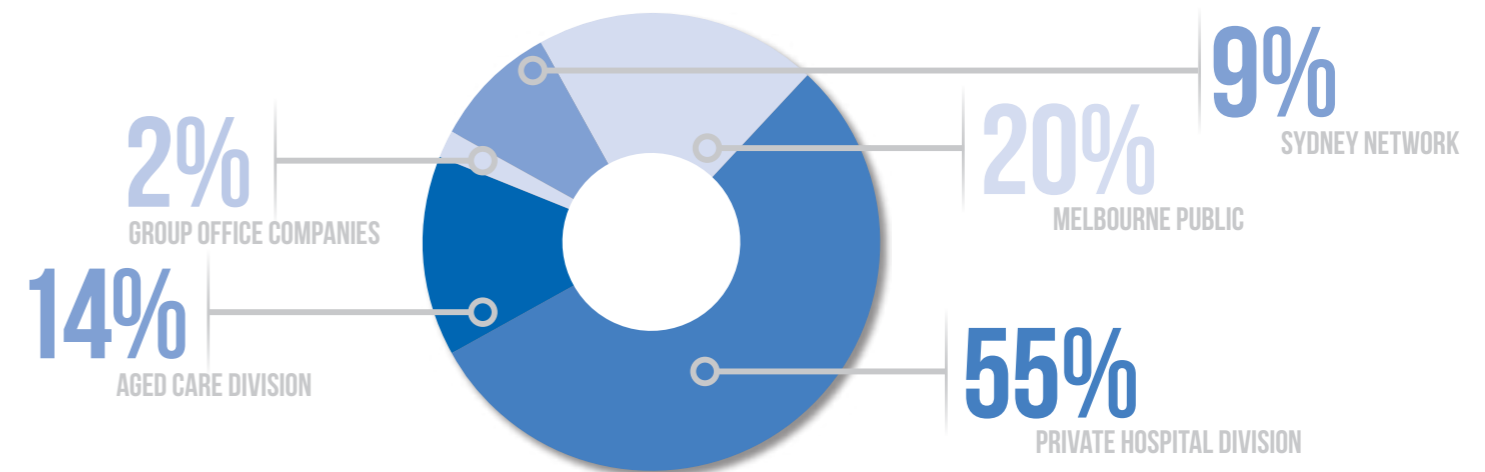
Net cash inflows from operating activities	116,190	97,229	149,675	136,613
Net cash outflows from investing activities	(73,353)	(84,173)	(66,708)	(92,280)
Net cash flow used in financing activities	(9,628)	(17,321)	(48,627)	(31,383)
Net increase/(decrease) in cash	33,209	(4,265)	34,340	12,950

^{1,2} As notated for the profit or loss on page 58.

³ Combined cash and investments balance 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	149,700	153,905	180,450	183,250
Tied	225,404	177,633	231,065	201,256
	375,104	331,538	411,515	384,506

CAPITAL EXPENDITURE BY DIVISION



St Vincent Health Australia and partners invested \$89.6m in 2015 in capital expenditure on significant items such as:

- a mental health prevention and recovery care unit at Melbourne Public;
- the development of a learning centre at St Vincent's Health Network Sydney;
- a new MRI at St Vincent's Health Network Sydney;
- planning and development of aged care facilities at Maroochydore, Mitchelton and Southport in Queensland and Bronte in Sydney;
- planning for the redevelopment of the private hospital at Darlinghurst and a new private hospital at Werribee; and
- North West extension at the Mater comprising a Special Care Nursery with 16 individual patient rooms, 16 additional orthopaedic and rehabilitation private rooms, two operating theatres, 10 first stage recovery beds and 6 ICU beds.

SVHA will construct a new private hospital at Werribee in Victoria co-located with a new residential aged care facility.

We will commence planning on a redevelopment and extension to the private hospital at Fitzroy, Melbourne and review all facilities at the St Vincent's Darlinghurst Campus in Sydney.

This will serve to develop a coherent plan covering the future needs of our public and private hospitals on site and the needs of our research partners. It also includes a major redevelopment and expansion of the private hospital at Darlinghurst which the Group manages on behalf of the Sisters of Charity.

Subsequent to the year end, SVHA is in the process of finalising a refinancing of its debt finance facilities to provide it with the capital required to undertake the planned growth in both its hospitals and aged care division.

The new facilities will also allow most of the presently described bank debt facilities in this report to be repaid. The new borrowings will be for \$300m of bilateral banking facilities in the Australian market with three lenders under individual facility agreements with the benefit of a common terms deed.

overview of activity

ACTIVITY AS AT 30 JUNE

	SEPARATIONS	OUTPATIENT OCCASIONS OF SERVICE	ACCIDENT & EMERGENCY DEPARTMENT PRESENTATIONS	BIRTHS	THEATRE PROCEDURES	CARDIAC CATHETERS	SCOPE	BEDS ¹	AGED CARE PACKAGES ²	HEADCOUNT
PRIVATE HOSPITALS										
St Vincent's Private Hospital Sydney	24,919	-	-	-	6,527	791	-	270	-	1,408
Mater Hospital, North Sydney	31,366	-	-	2,222	3,998	347	880	231	-	990
St Vincent's Private Hospital Melbourne, Fitzroy	34,248	-	-	2,651	15,046	3,682	-	284	-	-
St Vincent's Private Hospital Melbourne, East Melbourne	21,742	-	-	-	16,904	-	-	164	-	1,828*
St Vincent's Private Hospital Melbourne, Kew	6,574	-	-	-	6,561	-	-	54	-	-
St Vincent's Private Hospital Brisbane	4,865	584	-	-	832	-	-	143	-	428
St Vincent's Private Hospital Toowoomba	15,461	-	-	923	7,758	-	4,195	176	-	630
Holy Spirit Northside Private Hospital ³	32,989	-	-	-	10,423	2,579	7,358	227	-	1,033
PUBLIC HOSPITALS										
St Vincent's Hospital Melbourne	56,146	199,521	42,534	-	11,921	2,308	4,441	504	-	5,204
St George's Health Service ⁴	1,043	6,175	-	-	-	-	-	120	-	617
Caritas Christi Hospice	483	-	-	-	-	-	-	28	-	163
St Vincent's Hospital Sydney	42,704	531,716	47,412	-	8,092	1,527	3,918	379	-	3,477
Sacred Heart Health Service	1,411	-	-	-	-	-	-	75	-	234
St Joseph's Hospital	837	-	-	-	-	-	-	72	-	311
AGED CARE										
St Vincent's Care Services ⁵	319	-	-	-	-	-	-	478	145	659
St Joseph's Village	42	-	-	-	-	-	-	102	35	115
Prague House ⁶	-	-	-	-	-	-	-	45	-	38
GROUP SUPPORT SERVICES										76
TOTAL	275,149	737,996	89,946	5,796	88,062	11,234	20,792	3,352	180	17,214

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

² Packages include CACPs, EACH, EACH D.

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

⁴ Includes three aged care residential facilities.

⁵ Includes facilities owned by partners, managed by St Vincent's Health Australia.

⁶ Prague House is publicly funded and managed by St Vincent's Hospital Melbourne.

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



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**SERVING, SEEING AND STRIVING FOR
SOMETHING GREATER**

Founded by the Sisters of Charity 176 years ago, St Vincent's Health Australia is the nation's largest Catholic not-for-profit health and aged care provider and the largest non-government provider of public hospital services. Over 17,000 employees provide more than 1,000,000 episodes of compassionate, high quality care every year. Together, we are *servicing, seeing and striving for something greater.*



**ST VINCENT'S
HEALTH AUSTRALIA**

UNDER THE STEWARDSHIP OF MARY AIKENHEAD MINISTRIES

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