

StV

*St Vincent's Health
Australia*

*Annual Report 2010-11
Transforming our future*



MARY
AIKENHEAD
MINISTRIES

total number
of inpatients

246,54

7

Acknowledgement

St Vincent's Health Australia commits to work with our Aboriginal 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.

8

Contents

Message from Mr Richard Harpham	2
Message from Mr John Gurry	3
Our heritage	4
Our identity	4
Message from Dr Tracey Batten	6
Our governance	9
Our performance	19
Our services	45
Our structure	50
Our contacts	52

77,755

outpatient
occasions of service

Message from Mr Richard Harpham

Chairperson, Trustees of Mary Aikenhead Ministries

October 2010 marked a significant transition in the history of St Vincent's Health Australia, the largest ministry of Mary Aikenhead Ministries, namely the move to a unified, group governance structure. The approval of this governance change, and the associated appointment of a new Board of Directors, involved the Trustees in lengthy and deep discernment. We are grateful for the generosity of spirit of the members of the previous boards who, in the interest of St Vincent's Health Australia as a whole, unanimously agreed to resign to enable the group structure to be adopted. We are also grateful to each individual who accepted an invitation to serve in the demanding role as a St Vincent's Health Australia director.

The Trustees are very pleased that many non-continuing board members agreed to join the Community Advisory Councils which have been established in Queensland, Sydney and Melbourne. These councils make an important contribution to ensuring that our mission and values are always at the forefront of the work of our facilities and that community relationships are fostered.

The Trustees acknowledge the generous commitment of all those who work for St Vincent's Health Australia. We are proud of the significant position St Vincent's Health Australia has in the Church and the Australian community and commend its leadership for ensuring that the mission of God and the values of love, hope, compassion and justice underpin everything it does, consistent with the traditions passed down by the Sisters of Charity.

On behalf of the Trustees of Mary Aikenhead Ministries, I am pleased to commend to you the 2011 Annual Report for St Vincent's Health Australia.



Mr Richard Harpham,
Chairperson,
Trustees of Mary Aikenhead Ministries



Mr Richard Harpham, Chairperson, Trustees of Mary Aikenhead Ministries.

We are proud of the significant position St Vincent's Health Australia has in the Church and the Australian community and commend its leadership for ensuring that the mission of God and the values of love, hope, compassion and justice underpin everything it does.

Mary Aikenhead Ministries crest

The crest of Mary Aikenhead Ministries reflects the Gospel values of love, hope, compassion and justice. These values are reflected in the use of the heart, cross and tongues of fire. The flame is not contained, it reaches out, embracing, guiding and directing all who are touched by the diverse works of Mary Aikenhead Ministries. The flame gives light and direction, warmth and comfort. It overcomes the darkness. The flame is the burning commitment to service of the poor. The letters 'MA' represent the foundress Mary Aikenhead.



Message from Mr John Gurry

Chairman, St Vincent's Health Australia Board

On behalf of the Board of St Vincent's Health Australia I have great pleasure in presenting this annual report for 2010-2011.

Since the establishment of our first hospital in Sydney in 1857, St Vincent's Health Australia has grown to become one of the nation's leading health services. Our history has seen periods of significant growth and change in the ways in which we deliver health and aged care services. This history of growth and development has been in direct response to the changing needs of the Australian community and arises as a direct consequence of our mission: *To bring the healing ministry of Christ to all we serve*. This mission, established by the Sisters of Charity and now continued by the Trustees of Mary Aikenhead Ministries, remains the focus of our efforts in 2011, especially as we look to the future development of our health and aged care services. It is the intention of St Vincent's Health Australia to remain at the service of the community into the future, reaching out particularly to those most in need, as a ministry of the Catholic Church in Australia.

Our work echoes the call of the Gospels to go out to those in need of our care, especially the most vulnerable: "...he has anointed me to bring good news to the poor... to proclaim release to the captives and recovery of sight to the blind, to let the oppressed go free, to proclaim the year of the Lord's favour" (Lk 4:14-21). In remaining faithful to the call of the Gospels, the reality of providing health and aged care services in Australia today demands that we draw on the best of our tradition of excellence and service, and seek new responses to patient need and remain open to change.

We are inspired too by the courageous and decisive actions of our founders whose efforts have always been in direct response to the needs of the times. In seeking to ensure that our care remains responsive to the needs of those we serve today and in the years ahead, St Vincent's Health Australia has embarked on a period of significant review, discernment and change over the past 18 months. In the past year, this reflection took a particular direction as we contemplated the question, "How should St Vincent's Health Australia be organised to maximise its impact in providing high quality, compassionate health care in the 21st century, particularly in the service of the poor, marginalised and disadvantaged?"

Our work echoes the call of the Gospels to go out to those in need of our care, especially the most vulnerable: "...he has anointed me to bring good news to the poor... to proclaim release to the captives and recovery of sight to the blind, to let the oppressed go free, to proclaim the year of the Lord's favour" (Lk 4:14-21).



Mr John F. Gurry, Chairman, St Vincent's Health Australia Board.

This has led initially to a review of our governance structure, including the dissolution of the former regional and national boards and the establishment on 1 October 2010 of a single group board to govern the health and aged care services in Queensland, NSW and Victoria. Further, the creation of an expanded role for the group office to enable the provision of strategic leadership and support to the health services has led to renewed cooperation and collaboration across the group, including a renewed focus on our mission and the ways in which we can reach out to the community as a group rather than only through individual efforts of our health and aged care services on a regional basis. St Vincent's Health Australia is now better placed to take advantage of its internal expertise, scale and existing resources, and further, to partner with other Catholic health and aged care providers in responding to future need.

While these changes are a significant step, they are only the first on a journey of growth and development.

I wish to record here my gratitude to the many people who work with us to ensure that St Vincent's Health Australia realises its mission: our Trustees, my fellow Board members, the Group Executive, staff, patrons and donors and volunteers. Through your efforts St Vincent's Health Australia is able to benefit from a rich and diverse pool of expertise and commitment in serving the Australian community as a ministry of the Catholic Church in Australia. Thank you for sharing so generously of your talents.

A handwritten signature in black ink that reads "John Gurry". The signature is written in a cursive, slightly slanted style.

Mr John Gurry,
Chairman,
St Vincent's Health Australia Board

Our heritage

St Vincent's Health Australia

A timeline of some of the key events in the health and aged care services established by the Sisters of Charity

1815 to 1889

- 1815** Founding of the Sisters of Charity in Dublin, Ireland by Mother Mary Aikenhead
- 1835** Founding of St Vincent's Hospital, Dublin, Ireland – first Catholic hospital in Ireland
- 1838** Five Sisters sent by Mother Mary Aikenhead to establish a mission in Australia – first women religious in Australia, first mission of the Congregation beyond Ireland
- 1857** St Vincent's Hospital established at Tarmons, Woolloomooloo, Sydney
- 1870** St Vincent's Hospital is relocated to Darlinghurst
- 1886** St Joseph's Consumptive Hospital, Parramatta

1930 to 1959

- 1937** St Vincent's Maternity Hospital, East Melbourne
- 1937** St Joseph's Hospice, Lismore – Sisters withdrew 1980
- 1938** Caritas Christi Hospice, Kew
- 1944** St Vincent's Private Hospital, Launceston – transferred to Little Company of Mary Healthcare in 2005
- 1952** St Vincent's Maternity Hospital, Toowoomba
- 1957** Mount Olivet Hospital, Brisbane
- 1958** St Vincent's School of Medical Research, Melbourne – now St Vincent's Institute of Medical Research

1800

1900

- 1890** Sacred Heart Hospice, Darlinghurst
- 1892** St Joseph's is relocated to Auburn and upgraded to a general hospital
- 1893** St Vincent's Hospital, Fitzroy
- 1906** Mt St Evin's Private Hospital, Fitzroy
- 1909** St Vincent's Private Hospital, Darlinghurst
- 1921** St Vincent's Hospital, Lismore – Sisters withdrew 1980
- 1922** St Vincent's Hospital, Bathurst – Sisters withdrew 1979
- 1923** St Vincent's Hospital, Toowoomba
- 1925** Sacred Heart Hospital, Cootamundra administered by the Sisters of Charity until 1928

1890 to 1929

- 1963** Garvan Institute of Research, Darlinghurst
- 1970** Microsurgery Research Centre, Fitzroy – now the O'Brien Institute
- 1971** St Vincent's Private Hospital, Fitzroy – amalgamating the services of Mt St Evin's Private Hospital and St Vincent's Maternity Hospital
- 1976** Prague House, Kew
- 1977** Marycrest Retirement Centre and Lilian Cooper Nursing Home, Kangaroo Point – later to become part of what is now known as Caritas Care

1960 to 1989

Our identity

Our Mission

To bring the healing ministry of Christ to all we serve. Our concern for others, especially those in need, permeates every aspect of the life and work of our services. We are dedicated to providing the best possible health care, drawing on the talents and creativity of our people, and others who share our vision.

Our Values

Compassion

Accepting people as they are, bringing to each the love and tenderness of Christ

1990 to 1997

- 1990** St Vincent's Clinic, Darlinghurst
- 1990s** Incorporation of individual hospital facilities
- 1990** Sisters of Charity Outreach, Sydney
- 1991** Tarmons, St Joseph's Village, Auburn
- 1993** Sisters of Charity Outreach, Melbourne – 1997 became Sisters of Charity Community Care
- 1993** St Joseph's Village, Auburn
- 1994** The Victor Chang Cardiac Research Institute, Darlinghurst
- 1996** Sisters of Charity Outreach, Toowoomba
- 1996** The Sisters of Charity establish the Sisters of Charity Health Service

2001 to 2008

- 2001** The Holy Spirit Private Hospital, Northside opens – a partnership with the Holy Spirit Missionary Sisters
- 2001** St Vincents & Mater Health Sydney formed through an amalgamation of the health services conducted by the Sisters of Charity and the Sisters of Mercy
- 2001** Mater Hospital North Sydney is acquired from the Sisters of Mercy North Sydney
- 2001** St George's Health Service, Kew is transferred by Victorian State Government to be auspiced by St Vincent's Health Melbourne

2000

- 1998** St Vincents & Mercy Private Hospital, Melbourne becomes a joint venture between the Sisters of Charity and the Sisters of Mercy
- 2000** St Vincent's Hospital, Robina – transferred to Queensland Health in 2002
- 2000** The Sisters of Charity and Holy Spirit Health Service is formed – a collaboration between the Sisters of Charity and Holy Spirit Missionary Sisters
- 2000** Acquisition of aged care services in Queensland by Mt Olivet Community Services (now Caritas Care) including: St Paul's Villa, Rainworth; Magdalene Court, Rainworth; St Patrick's Villa, Gympie; St John the Baptist Retirement Community, Enoggera; Oxford Park Retirement Village, Mitchelton (St Joseph's Villa Hostel, Madonna Villa Nursing Home)

1998 to 2000

- 2008** Sisters of Charity Health Service changes its name to St Vincent's Health Australia
- 2009** Mary Aikenhead Ministries established by the Sisters of Charity of Australia
- 2009** Opening of the Mater Clinic, Poche Centre and Melanoma Institute of Australia
- 2009** Mt Olivet, Brisbane renamed St Vincent's Hospital, Brisbane
- 2010** Regional health service boards dissolved, single group board established to oversee the health and aged care services
- 2011** Acquisition of 50% share of St Vincents & Mercy Private Hospital from Mercy Health
- 2011** Acquisition of Villa La Salle Retirement Village, Southport (post 1 July 2011)

2009 to 2011

Justice

Acting with integrity, respecting the rights of all

Human Dignity

Respecting the uniqueness of each person created in the image and likeness of God

Excellence

Excelling in all aspects of our healing ministry

Unity

Creating community characterised by harmony and collaboration

Message from Dr Tracey Batten

Group Chief Executive Officer, St Vincent's Health Australia

St Vincent's Health Australia has a rich heritage, a clear mission and a compelling vision. In looking to the future, we remain attentive to the call of the Gospels to heal the sick and serve the poor. The significant developments in health care, research and medical technology mean that the provision of Catholic health care in 2011 looks quite different to that provided by the first Sisters of Charity in Australia in 1857. But in planning our response to the health and aged care needs of Australians today and in the years ahead, it is our hope and our intention that our foundress Mary Aikenhead would recognise the tradition of care she established in response to the same Gospel invitation.

It is this imperative, to look to the future growth and development of our services, inspired by our mission and heritage, that has underpinned our endeavours of the past 12 months. It has been a time of considerable change in our governance and leadership arrangements and we have been pleased to welcome many new people to our leadership team and Group Office in support of our new direction.

In coming together as one group, St Vincent's Health Australia has been able to realise several achievements that would have been far more difficult under our previous governance arrangements. Acting as one group has facilitated greater cooperation and collaboration between the Group Office and our four Regions: St Vincents & Mater Health Sydney, St Vincent's Health & Aged Care, Queensland, St Vincents & Mercy Private Hospital Melbourne and St Vincent's Health Melbourne.

It is this imperative, to look to the future growth and development of our services, inspired by our mission and heritage, that has underpinned our endeavours of the past 12 months.

Our growth and development

In March 2011, St Vincent's Health Australia acquired the 50 per cent stake hold of St Vincents & Mercy Private Hospital Melbourne previously held by our former joint venture partner Mercy Health. This acquisition means a simplified governance structure within the group and the capacity to take advantage of inherent synergies between our health services including sharing best practice expertise, corporate support functions and greater cooperation and collaboration between the public and private services in Melbourne and across the group. I wish to record here my thanks to St Vincents & Mercy Private CEO Martin Day and his Executive team for their support and leadership of the service during the time of transition.

Our partnership agreements in NSW and Queensland were also revised during the year to enable greater cooperation within the group. The ten year partnership agreement with the Sisters of Mercy North Sydney concluded in October 2010,



Dr Tracey Batten, Group Chief Executive Officer, St Vincent's Health Australia.

meaning that the Mater Private North Sydney is now the sole responsibility of St Vincent's Health Australia. St Vincent's Health Australia also revised its management agreement with the Holy Spirit Missionary Sisters regarding the joint venture with Holy Spirit Northside Private Hospital. Holy Spirit Northside retains an independent Board with three Directors appointed by St Vincent's Health Australia and two Directors appointed by the Holy Spirit Missionary Sisters, and St Vincent's Health Australia continues management of the health service.

Following the commencement of the National Health Reform agreement, we were delighted to establish the three public hospitals operated by St Vincents & Mater Health Sydney – St Vincent's Hospital Sydney, Sacred Heart Hospice, and St Joseph's Hospital, Auburn – as a Local Health District on 1 January 2011. This change has enabled direct engagement of our public hospital services in Sydney with NSW Health.

The year also saw the growth and expansion of a number of services including the opening of a new cancer care centre at St Vincent's Melbourne and the relocation and refurbishment of the Patricia Ritchie Centre for Cancer Care at the Mater North Shore, and the expansion of our aged care services with the opening of the Carinya and Bethany Units at St Vincents & Mater Health Sydney.

St Vincent's Hospital Darlinghurst opened the O'Brien Centre in 2010 the nation's first integrated mental health, drug and alcohol and community health facility. The centre provides 20 beds for patients with early onset psychosis or major mood disorders.

St Joseph's Hospital commenced its Huntington Disease Unit in June 2010 with the provision of six sub acute beds offering assessment and neuropsychiatric care. This will be further supported in 2012 with the construction of a purpose built facility at the St Joseph's campus to increase capacity

to 20 beds, and will see the transfer of services currently provided by the Lottie Stewart Hospital to St Joseph's.

St Joseph's Village also entered into an agreement with the Sisters of Mercy Parramatta to manage the Stella Maris Aged Care facility at Cronulla.

It was also a year to celebrate some significant milestones with the ten year anniversary of the Holy Spirit Northside Private Hospital. We also celebrated the 125th anniversary of St Joseph's Hospital Auburn.

Celebrating excellence in care

St Vincent's Health Australia has a long tradition of striving for excellence in the provision of health care and we are proud to celebrate the efforts of our staff in realising this goal. In addition to the re-launch of our own St Vincent's Health Australia Quality Awards in 2011 (detailed in the Clinical Governance section later in this report), we were delighted to celebrate the following outstanding achievements by members of our health and aged care services:

- Sr Maria Cunningham RSC OAM, inaugural recipient of the Catholic Health Australia Sr Maria Cunningham Lifetime Contribution Award
- Ms Belinda Gibson, St Vincent's Melbourne, Emerging Leader Award presented by Catholic Health Australia
- Prague House, St Vincent's Melbourne, Leadership in Positive Ageing presented by Catholic Health Australia
- Mr Paul Esplin, St Vincents & Mater Health Sydney, Nurse of the Year presented by HESTA Australian Nursing Awards
- Ms Asmara Jammali-Blasi, St Vincents & Mater Health Sydney, University Medal presented by Australian Catholic University for her research findings on 90 day stroke outcomes
- Prof David Castle, St Vincent's Melbourne, 2011 Senior Research Award presented by the Royal Australian and New Zealand College of Psychiatrists
- Mr Greg Poche AO received the Great Australian Philanthropy Award presented by Research Australia for his support of health and medical research, including a donation of \$41 million to the Mater Hospital Sydney to establish a centre for research and treatment of melanoma

While delighted to celebrate the achievements of all staff, we were particularly pleased at the recognition afforded to Sr Maria Cunningham RSC OAM by Catholic Health Australia. Sr Maria has played a central role in the life and development of the health and aged care services, not only for St Vincent's Health Australia, but in the growth of Catholic health care in Australia as a whole.

Among the many notable achievements in a lifetime of service, Sr Maria was instrumental in establishing Catholic Health Australia, served as Chair of the Sisters of Charity Health Service, served on the Board of the National Health Insurance Commission, and was a teacher and mentor to countless medical and nursing staff in Catholic hospitals.

In recognising Sr Maria, Catholic Health Australia inaugurated the *Sr Maria Cunningham Lifetime Contribution Award* to recognise those who over the course of their life have given extraordinary service to the Catholic Church's health and aged care ministry.

We were particularly pleased at the recognition afforded to Sr Maria Cunningham RSC OAM by Catholic Health Australia. Sr Maria has played a central role in the life and development of the health and aged care services.

Our health services also realised a number of 'firsts' in the past year including:

- Australia's first hand transplant by St Vincent's Melbourne
- Australia's first total artificial heart transplant by St Vincents & Mater Health Sydney
- First private hospital in Australia to attain Magnet Status for St Vincent's Private Hospital Sydney
- The first trial internationally of a device to provide early warnings to patients of impending epileptic seizures by St Vincent's Melbourne
- The first trial internationally of a renal denervation system designed to 'switch off' the hyperactive kidney nerves that fuel dangerously high blood pressure by St Vincent's Melbourne
- Dr Andrew Stevenson, a colorectal surgeon from Holy Spirit Northside Private Hospital, performed a laparoscopic colorectal procedure watched in real time by over 20,000 international colleagues via online streaming

Reaching out to the community

The new year presented some unexpected challenges with communities across Australia and New Zealand facing a series of natural disasters: flood, cyclones, fire and earthquake. The distress at the loss of life, damage to property and livelihoods, and the impact on the lives of individuals and communities continues months later.

St Vincent's Health Australia was pleased to play its part in reaching out to those affected. Under the leadership of Carl Yuile (General Manager, St Vincent's Toowoomba) and John Leahy (CEO, St Vincent's Health & Aged Care, Queensland) we were able to support members of the staff and their families in Toowoomba and Brisbane who were immediately affected during the flood crisis. St Vincent's Health Australia was also able to make a financial contribution to the Toowoomba community to support redevelopment efforts and assist the region as it continues to recover and rebuild.

Staff from St Vincent's Melbourne were also on site in Christchurch attending a urology conference when the first of a series of devastating quakes hit the region in late February. Dr Marnie Basto, a Junior Medical Officer, was part of a team of doctors who set up an emergency aid station and triage area to support local emergency response teams.

Renewed role for Group Office

Following the commencement of a new governance structure in October 2010, St Vincent's Health Australia has expanded its Group Office team to enable the provision of leadership and direction in the areas of Clinical Governance, Strategy, Human Resources and Service Integration. This complements the existing areas of Mission, Finance and Legal and Governance that the Group Office has been able to provide previously.

As a result of the expanded role for the Group Office team, St Vincent's Health Australia has been able to realise the following achievements in the past 12 months:

- Established a single Board for the St Vincent's Health Australia Group
- Established Community Advisory Councils in each region to harness the expertise of former members of regional boards and sustain engagement with the local communities in which we provide services
- Recruited additional staff capabilities into the Group Office to lead and support strategic planning, clinical governance, human resources and service integration
- Acquisition of our joint venture partner's 50 per cent interest in St Vincents & Mercy Private Hospital Melbourne
- Established a common chart of accounts to enable greater transparency in financial reporting and performance within the group
- Established a common supply catalogue and commence group wide contract negotiations with vendors to take greater advantage of pricing synergies
- Implemented a performance focused balanced scorecard with common key performance indicators to monitor our performance in the areas of Mission; People and Culture; Quality and Safety; and Finance
- Hosted the inaugural Senior Leadership Team conference in May 2011 where we were able to focus on the development of a group wide vision, strategic direction and social justice strategy
- Achieved procurement savings across the group of approximately \$2 million in year one
- Conducted the Best Practice Australia survey across the group to measure our staff satisfaction and the effectiveness of our change initiatives following the 2007 survey
- Revised our nursing leadership structure to establish the St Vincent's Health Australia Nursing Leadership Council to more readily engage nursing leaders across the group, enable best practice sharing, and identify and develop common standards and benchmarking
- Revised our Quality Awards with respect to categories, process and criteria, and launched a subsequent roadshow to facilitate the sharing of excellence in care among clinical leaders across the group
- Conducted a strategic review of Catholic Negotiating Alliance with an agreed plan for revenue negotiation, procurement and benchmarking
- Developed a Group Information, Communications and Technology strategy
- Provided formation in our mission and values for new members of the Board and Group Office



Mother Mary Aikenhead: That the poor be given for love what the rich obtain for money.

St Vincent's Health Australia is fortunate to draw on the commitment and talents of some exceptional people and I wish to record here my thanks to the many individuals across our group who take our mission to heart, and continue to be inspired by the life and example of Mary Aikenhead.

While the year past has signalled significant developments within our health and aged care services, we are excited too about the change that lies ahead as we continue to come together and further our efforts as one group. In this respect, St Vincent's Health Australia is fortunate to draw on the commitment and talents of some exceptional people and I wish to record here my thanks to the many individuals across our group who take our mission to heart, and continue to be inspired by the life and example of Mary Aikenhead. As we look to continue our service to those most in need of our care, we draw on the spirit and courage of this most remarkable woman and her love for those she served.

A handwritten signature in black ink, appearing to read 'Tracey Batten'.

Dr Tracey Batten,
Group Chief Executive Officer,
St Vincent's Health Australia

Our governance

Directors

The following persons held office as directors of the Company during the 2010-2011 financial year:

Director	Appointed	Resigned
Mr John Gurry, Chair	1 October 2005, appointed as Board Chair 31 December 2008	–
Ms Anne McDonald, Deputy Chair	1 November 2007	1 October 2010
Dr Tracey Batten	6 July 2009	1 October 2010
Fr Frank Brennan SJ AO	1 January 2009	–
Sr Helen Clarke RSC	1 February 2008	–
Mr Nick Curtis	1 June 2004	1 October 2010
Adj Prof Chris Doogan AM	28 August 2009	1 October 2010
Mr Brendan Earle	1 October 2010	–
Ms Patricia Faulkner AO	1 October 2010	–
Mr Charles Griss	1 July 2007	1 October 2010
Mr Gary Humphrys	1 October 2010	–
Ms Belinda Hutchinson AM	1 August 2009	–
Mr Patrick Mullins	1 April 2009	1 October 2010
Mr Paul Robertson AM, Deputy Chair	1 October 2009, appointed as Deputy Chair 1 October 2010	–
Br Joseph Smith OH	1 July 1999	1 October 2010
Prof Peter Smith RFD	1 October 2010	–
Mr Greg Sword AM	1 April 2009	–
Sr Leone Wittmack RSC	1 April 2009	1 October 2010



Acute, sub acute
and aged care

Public access
10 facilities

Private access
17 facilities

Our governance

Board Director Profiles



Mr John F. Gurry

Mr Gurry has a long and distinguished history with St Vincent's practicing as a vascular surgeon at both St Vincent's Hospital and St Vincents & Mercy Private Hospital in Melbourne for many years. Mr Gurry is a former Director of St Vincent's Institute of Medical Research, and has held a number of senior roles at St Vincent's Hospital Melbourne as Director of Vascular Surgery, Chair of the Senior Medical Staff Association, Member of the Medical Executive Committee and Medical Consultative Committee. He is also the former President of the Australian and New Zealand Society for Vascular Surgery and served as a member of the Executive Council of that society for over ten years. Mr Gurry is a Fellow of the Royal Australasian College of Surgeons, a Fellow of the Royal College of Surgeons of England, and a Fellow of the American College of Surgeons.



Fr Frank Brennan SJ AO

A Jesuit Priest and Professor of Law at the Australian Catholic University, Fr Brennan also holds positions as Adjunct Professor at the Australian National University College of Law and National Centre for Indigenous Studies. Fr Brennan is a well-respected advocate for social justice, law and human rights in the Australian community. Fr Brennan is the current Advocate in Residence for the Society of St Vincent de Paul, Catholic Health Australia and Catholic Social Services Australia. In 2009, he chaired the Australian National Human Rights Consultation Committee. His many publications include *Acting on Conscience: How can we responsibly mix law, religion and politics?*; *Tampering with Asylum: A universal humanitarian problem*; *The Wik Debate: The case for Aborigines, pastoralists and miners*; *Legislating Liberty: A bill of rights for Australia*; *One Land, One Nation: Mabo toward 2001*; *Sharing the Country*; *Land rights Queensland style: The struggle for Aboriginal self-management*; and *Too much order with too little law*.



Sr Helen Clarke RSC

A Sister of Charity, Sr Helen has previously served as Congregational Leader for the Sisters of Charity of Australia and is a former Director of St Vincents & Mater Health Sydney. Sr Helen is an educator and counsellor, serving as Principal of several Catholic schools and as a Commissioner for the National Catholic Education Commission and as National President of the Australian Conference of Leaders of Religious Institutes. Sr Helen is a Trustee of St Vincent's Hospital, Sydney and a Director of St Vincent's College, Potts Point.



Mr Brendan Earle

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



Ms Patricia Faulkner AO

Ms Faulkner was, until 2010, National Partner-in-Charge, Health Sector and Lead Partner-in-Charge, Victorian Government after re-joining KPMG in 2007. Ms Faulkner was previously Secretary of the Victorian Government of Human Services and held various other positions with KPMG over a period of seven years. She has undertaken a number of roles with the Victorian Government over a period of almost 20 years in the Department of Labour, Department of Community Welfare Services and the Victorian Public Services Board. Ms Faulkner currently serves as Chair of Jesuit Social Services, Chair of the Australian Social Inclusion Board and Chair of the Peter MacCallum Cancer Centre. Ms Faulkner is also a member of the Council of Australian Governments Health and Hospitals Funding Authority Board. Ms Faulkner is a Fellow of the Institute of Public Administration Australia, Fellow of the Institute of Public Administration (Victoria) and Fellow of the College of Health Service Executives.



Mr Gary Humphrys

Mr Humphrys has over 35 years' experience in the energy and mining industries undertaking senior executive roles in a number of disciplines including finance, accounting, treasury, taxation, IT, procurement and audit. Mr Humphrys is a member of the Australian Institute of Chartered Accountants and the Australian Institute of Company Directors. In July 2005 he was appointed Chief Executive Officer of Stanwell Corporation, a position he held until he retired in March 2007. Mr Humphrys also currently serves as a Director of Ergon Energy and Chair SEQ Water Grid.



Ms Belinda Hutchinson AM

Ms Hutchinson is Chairman of QBE Insurance Group, a Director of AGL Energy and of the Centre for Independent Studies Board, a member of the Salvation Army Sydney Advisory Board, and a member of ASIC's External Advisory Panel. Ms Hutchinson has previously served as a Director for St Vincents & Mater Health Sydney, Telstra Corporation, Coles Myer, Energy Australia, TAB, Crane Group, Snowy Hydro Trading and Sydney Water Corporation. Ms Hutchinson is a former Executive Director of Macquarie Group where she was Head of Macquarie Underwriting and a former Vice President of Citibank Australia where she was Head of the Financial Institutions Group.



Mr Paul Robertson AM

Mr Robertson has extensive experience in banking, finance and risk management. He has previously been a Director of Austraclear Ltd and Sydney Futures Exchange Clearing House. He is currently Chair of Social Ventures Australia, Chair of St Ignatius College Riverview, a Trustee of St Vincent's Hospital and founder and Director of the Financial Markets Foundation for Children.



Prof Peter J. Smith RFD

Professor Peter Smith is Dean of Medicine at The University of New South Wales. He specialised in paediatric clinical oncology and research following study in Australia, USA and Germany. He has held senior hospital management posts in Brisbane and Melbourne and senior academic appointments at the Universities of Queensland, Melbourne and Auckland. He is a Director of the Garvan Institute of Medical Research, Neuroscience Research Australia and a number of other research centres and institutes. Professor Smith is a Group Captain, RAAFSR and Director, Air Force Health Reserves (NSW/ACT), Directorate of Health Reserves – Air Force and has served as a consultant to government, including as Chair of the Inquiry into Vietnam Veterans Cancer Incidence and Mortality.



Mr Greg Sword AM

Mr Sword was one of the pioneers of the development of industry superannuation and is currently the Chief Executive Officer of LUCRF Super. He has previously held the positions of National President of the Australian Labor Party, Vice President of the Australian Council of Trade Unions (ACTU) and General Secretary of the National Union of Workers. Mr Sword is a Trustee of the National Jockeys' Trust and Trustee of the Caulfield Racecourse Reserve. He is a graduate of the Australian Institute of Company Directors.



Our governance

Group Executive Profiles



Dr Tracey Batten

Group Chief Executive Officer,
St Vincent's Health Australia

Dr Batten commenced as Group Chief Executive Officer of St Vincent's Health Australia in July 2009. Dr Batten brings to the role extensive experience within the health care industry. Dr Batten undertook her medical training at St Vincent's in Melbourne. During her career Dr Batten has held a number of senior executive positions including Director Clinical Services/ Chief Medical Officer at St Vincent's Melbourne, Chief Executive Officer of Dental Health Services Victoria and Chief Executive of Eastern Health (Victoria). Dr Batten holds a Bachelor of Medicine and Surgery, a Master of Health Administration, a Fellowship of the Royal Australasian College of Medical Administrators, a Master of Business Administration from Harvard University and a Fellowship of the Australia Institute of Company Directors. Dr Batten is a Director of Holy Spirit Northside Private Hospital.



Mr Martin Day

Chief Executive Officer, St Vincents &
Mercy Private Hospital Melbourne

Mr Day has served as Chief Executive Officer of St Vincents & Mercy Private Hospital Melbourne since 2002. Mr Day has held leadership roles in the health service industry for over 18 years including senior positions with Mayne Health in Victoria, Western Australia and Tasmania. Immediately prior to becoming Chief Executive Officer for St Vincents & Mercy Private Hospital, Mr Day held the role of General Manager – International Health for Mayne Health. Mr Day holds a Masters of Business Administration and is a member of the Victorian Quality Council and is a Member of the Australian Institute of Company Directors.



Mr John Leahy

Chief Executive Officer, St Vincent's
Health & Aged Care, Queensland

Mr Leahy is the Chief Executive Officer of St Vincent's Health & Aged Care in Queensland. St Vincent's Health & Aged Care comprises two acute private hospitals, St Vincent's Hospital Toowoomba and Holy Spirit Northside Private Hospital (a joint venture with the Holy Spirit Missionary Sisters). In addition St Vincent's Health & Aged Care operates a sub acute hospital, St Vincent's Hospital Brisbane, and Caritas Care which comprises seven aged and retirement facilities as well as an extensive community care service. Mr Leahy is a graduate in Commerce from the University of Queensland with post graduate qualifications in Business Management and Organisational Behaviour. Mr Leahy joined the Queensland Health & Aged Care service in 2001 as the Director of Finance and became Chief Executive Officer in 2004. Mr Leahy is an Associate Member of the Healthcare Financial Management Association and the Australasian College of Health Service Managers.



Prof Patricia O'Rourke

Chief Executive Officer,
St Vincent's Melbourne

Professor O'Rourke was appointed as the St Vincent's Chief Executive Officer in April 2009. She has more than 20 years' experience in the health care industry, including nursing and senior management roles. In her previous role as Chief of Clinical Operations and Chief Nursing Officer at St Vincent's her duties included leading regional and national projects, representing St Vincent's on a number of Department of Health committees and providing strategic and operational advice to the Chief Executive Officer and clinical leadership to the Executive. Until October 2008, she sat on the Board of Southern Health. Professor O'Rourke is a graduate of the Australian Institute of Company Directors and a member of the Harvard Business Club Australia.



Mr Steven Rubic

Chief Executive Officer,
St Vincents & Mater Health Sydney

Mr Rubic was appointed Chief Executive Officer of St Vincents & Mater Health Sydney in March 2008. Prior to his current appointment Mr Rubic was the Executive Director of St Vincent's Private Hospital, a position he held from 1997. Mr Rubic has extensive experience in the health services industry with a strong background in general administration and leadership across public, private and aged care facilities. He is currently a Director of the Health Industry (Superannuation) Plan, the Garvan Institute of Medical Research, and past Chairman of the NSW Private Hospitals Association. Mr Rubic holds a Masters of Business Administration from the Macquarie Graduate School of Management and is a Fellow of the Australian Institute of Company Directors.



Mr Rob Beetson

Group Manager Legal and
Governance, St Vincent's Health
Australia

Mr Beetson was appointed to the role of Group Manager Legal and Governance for St Vincent's Health Australia in August 2010. Mr Beetson was previously Acting Company Secretary for St Vincent's Health Australia. Mr Beetson is admitted as a Solicitor to the Supreme Court of NSW, a member of the Law Society of NSW and a member of the Institute of Chartered Secretaries. He has an extensive background in health having worked in the sector for over 25 years in clinical, executive, risk management, legal and governance areas. He has previously worked with the NSW Police Service in the External Agencies Response Unit where he was responsible for overseeing the review of their legal and governance arrangements, and prior to joining St Vincent's Health Australia Mr Beetson was the Manager of Investigations for the Health Care Complaints Commission (NSW). Mr Beetson holds a LLB/BA, and Graduate Diploma in Legal Practice. He is currently pursuing a Master of Laws (UNSW) and his Italian language studies as part of a Post Grad in Humanities (UNE). Mr Beetson is also the Company Secretary for St Vincent's Health Australia and its companies.



Ms Clare Douglas
Group General Manager
Service Integration,
St Vincent's Health Australia

Following her initial nursing training at St Vincent's Melbourne, Ms Douglas progressed to a number of nursing management positions in both the public and private health care settings including St Vincent's, Box Hill Hospital and Epworth Healthcare culminating as the Director of Surgical Services and Chief Nursing Officer at the Royal Victorian Eye and Ear Hospital in 2001. Ms Douglas then accepted a position at Eastern Health as General Manager, Clinical and Corporate Support, then, General Manager Box Hill Hospital, as well as Acting Chief Executive. Ms Douglas commenced with St Vincent's Health Australia in October 2010. Prior to her current role, Ms Douglas worked in a temporary contract as the Chief Executive Officer Country Health South Australia which oversees health service provision to a population of 475,000 people over 980,000km area including 65 health units and 220 sites. Ms Douglas holds a Masters of Management (Monash University), a Graduate Diploma in Health Administration (La Trobe), Bachelor of Applied Science, Nursing (ACU) and Registered Nurse Certificate (St Vincent's Hospital, Melbourne). Ms Douglas is a Surveyor for the Australian Council on Healthcare Standards and is a Fellow of Leadership Victoria.



Mr Peter Forsberg
Group Chief Financial Officer,
St Vincent's Health Australia

An experienced and qualified public company Chief Financial Officer, Mr Forsberg spent five years with DCA Group, a top 100 publicly listed health care company which was sold to CVC Private Equity. A year later the aged care and retirement village component was spun out to the UK multinational Bupa. Mr Forsberg was CFO throughout and spent two years transitioning the business to Bupa before joining St Vincent's Health Australia in July 2010. Mr Forsberg's earlier roles have included CFO to one of Australia's leading law firm partnerships Blake Dawson Waldron, and senior finance roles at Goodman Fielder, Burns Philp, and Deloitte's. Mr Forsberg holds a Bachelor of Science, Honours (University of Reading, UK), Grad Dip in Applied Finance and Investment, is a Fellow of the Institute of Chartered Accountants, Fellow of the Securities Institute of Australia and an Associate of the Australian Institute of Company Directors with a Graduate Diploma.



Ms Janet Muir
Group General Manager Strategy,
St Vincent's Health Australia

Prior to her appointment with St Vincent's Health Australia in October 2010, Ms Muir held the role of Group Manager Strategic Development for St John of God Health Care – a role she held since 2007. Ms Muir has held numerous senior leadership roles for St John of God Health Care since 1995 including Group Senior Project Officer, General Manager Strategic Operations (St John of God Pathology) and Director of Finance (St John of God Pathology and Bunbury Hospital). Ms Muir's experience in health leadership has seen her develop and implement organisational wide strategic and operational plans, conduct due diligence processes for mergers and acquisitions, business analysis and the development of high level business cases for hospitals, pathology, mental health, disability and community services businesses in Australia and New Zealand. Also among her achievements has been leading an organisation through its review of a major Public Private Partnership infrastructure project, green-field infrastructure developments, and building strong and successful networks with government and health funds. Ms Muir is a Chartered Accountant and also holds a Masters of Business Administration (University of Melbourne), a Graduate Diploma from the Australian Institute of Company Directors, and is a qualified Chartered (Company) Secretary.



Dr Annette Pantle

Group General Manager Clinical Governance and Chief Medical Officer, St Vincent's Health Australia

Prior to joining St Vincent's Health Australia in November 2010, Dr Pantle served as the Director Clinical Practice Improvement for the NSW Clinical Excellence Commission: a statutory health corporation with responsibility for building capacity for quality and safety improvement and reporting to the NSW Minister for Health. Dr Pantle was responsible for the development and implementation of clinical quality improvement projects and programs across NSW Health, incorporating evidence into practice and instituting change management and project management processes. Dr Pantle completed her MBBS at the University of Sydney before pursuing a career in rural general practice and then metropolitan medical administration. Dr Pantle also holds a Masters of Public Health, a Graduate Diploma from the Australian Institute of Company Directors and a Fellowship of the Royal Australasian College of Medical Administrators. She also holds a Fellowship of the Australasian Association for Quality in Health Care and is the current President of that organisation.



Mr David Rossiter

Group General Manager People and Culture, St Vincent's Health Australia

Prior to joining St Vincent's Health Australia in January 2011 Mr Rossiter was Head of Human Resources for the Hospital Authority, Hong Kong which is the largest employer (excluding Government) in Hong Kong with 60,000 staff across over 50 sites delivering all public health care services. In this role and as a member of the senior leadership team, Mr Rossiter was responsible for ensuring the highest levels of skills and capability were secured, retained, trained and motivated to meet the health care needs of the Hong Kong community. Mr Rossiter's previous roles have included human resources leadership roles in the private and public health care sectors in Australia and the Asia Pacific region and the retail industry, as well as business leadership in the retail industry.



Sr Leone Wittmack RSC

Group Mission Leader, St Vincent's Health Australia

Sr Leone is the Group Mission Leader for St Vincent's Health Australia and was formerly a Congregational Councillor of the Sisters of Charity from 1996-2002. In her role on the Congregational Council she was particularly involved in the outreach service, community care and social welfare, prisons, overseas missions and Aboriginal ministry. Sr Leone is a registered nurse, and has worked in the three regions of St Vincent's Health Australia. She is a previous Director of Mission at St Vincent's Hospital Toowoomba. She has held a number of nursing administration roles across St Vincent's Health Australia, including St Vincent's Hospital Melbourne, St Vincent's Hospital Toowoomba, and as Director of Nursing at the Sacred Heart Hospice. Sr Leone has worked in a number of overseas countries including Cambodia, Rwanda, Papua New Guinea and East Timor. Sr Leone is a recipient of the Humanitarian Overseas Aid Medal and a Paul Harris Fellow from Rotary International. Sr Leone holds a Certificate in Cardiothoracic Nursing and has qualifications in Theology, Mission, Nursing Administration, Human Development, Counselling and Experiential and Creative Arts Therapy.



3,610

public, private and
aged care beds

Our performance

Report from Group Manager Legal and Governance

In last year's annual report I foreshadowed that the 2010-2011 year would be a challenging and exciting year as we implemented the outcomes of the governance review and the formation of a single board to guide the health ministry of Mary Aikenhead Ministries. I am pleased to report that an enormous amount of work on the part of the regional Executive teams, St Vincent's Health Australia Group Office and the Trustees of Mary Aikenhead Ministries resulted in a new single Group Board taking office on 1 October 2010. The Group Board comprises ten directors with nine of those appointed drawn from the existing St Vincent's Health Australia National Board or the former regional boards.

The new Group Board holds fiduciary responsibility for St Vincent's Health Australia and 14 wholly owned subsidiary companies. On 31 March 2011 the Board assumed fiduciary responsibility for St Vincents & Mercy Private Hospital following acquisition of the 50 per cent stake hold of the business owned by Mercy Health & Aged Care Inc. St Vincents & Mercy Private Hospital now joins the St Vincent's Health Australia group as a wholly owned subsidiary of St Vincent's Health Australia.

The ten directors of the St Vincent's Health Australia Group Board appointed on 1 October 2010 are:

- Mr John Gurry (Chair)
- Fr Frank Brennan SJ AO
- Sr Helen Clarke RSC
- Mr Brendan Earle
- Ms Patricia Faulkner AO
- Mr Gary Humphrys
- Ms Belinda Hutchinson AM
- Mr Paul Robertson AM (Deputy Chair)
- Professor Peter Smith RFD
- Mr Greg Sword AM

In order to assist the Board in its fulfilling its responsibilities a wide review of key governance documents was undertaken. This project resulted in the redrafting and adoption of new constitutions for each of the 15 group companies, a new board charter and code of conduct, a new group wide delegations manual and charters for five new board committees.

I am pleased to report that an enormous amount of work on the part of the regional Executive teams, St Vincent's Health Australia Group Office and the Trustees of Mary Aikenhead Ministries resulted in a new single Group Board.

The St Vincent's Health Australia Group Board met on seven occasions following its inception on 1 October 2010. In order to assist the Board in meeting its responsibilities, an assessment of corporate governance requirements was undertaken, with the outcome being the creation of five new board committees focussed on key responsibility and results areas. These five Board committees are:

- Audit and Risk Committee (Chair Mr Paul Robertson)
- Finance and Investment Committee (Chair Ms Belinda Hutchinson)
- Mission, Advocacy and Community Relations Committee (Chair Sr Helen Clarke)
- People and Culture Committee (Chair Mr John Gurry)
- Quality and Safety Committee (Chair Professor Peter Smith)

The work of the Board is also supported by an active and committed Group Executive led by Dr Tracey Batten comprising:

- Group Chief Executive Officer
- Group Mission Leader
- Group Chief Financial Officer
- Group General Manager Clinical Governance
- Group General Manager People and Culture
- Group General Manager Service Integration
- Group General Manager Strategy
- Group Manager Legal and Governance
- Chief Executive Officer St Vincent's Health & Aged Care
- Chief Executive Officer St Vincents & Mater Health Sydney
- Chief Executive Officer St Vincent's Melbourne
- Chief Executive Officer St Vincents & Mercy Private Hospital

The St Vincent's Health Australia Group Executive meets monthly and provides assistance in ensuring that the activities of St Vincent's Health Australia are aligned to the group's mission and strategic imperatives. The key roles of the Group Executive are:

- The development of group wide strategy
- The development and monitoring of the group operational plan
- The formulation of group policy
- Information sharing and discussion, especially in identifying best practice
- Monitoring group operational performance
- Analysing the environment, risks and opportunities surrounding St Vincent's Health Australia
- Providing advice to the Group Executive Chief Executive Officer with respect to decisions authorised under the delegations manual

The next twelve months for St Vincent's Health Australia promises to be exciting as the strong foundation we have created supports the Board and the Executive in realising the mission and vision of Mary Aikenhead.

Rob Beetson,
Group Manager Legal and Governance

Our performance

St Vincent's Health Australia Board and Committee Membership, 1 July 2010-30 June 2011

St Vincent's Health Australia Board and Committees, 1 October 2010 – 30 June 2011

The St Vincent's Health Australia 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 St Vincent's Health Australia group of companies pursuant to the *Corporations Act 2001* (Cth), Canon Law and all other relevant civil legislation. The Board of St Vincent's Health Australia Ltd concurrently sits as the Board of 14 wholly owned subsidiaries.

Director	Eligible to attend	Attended
Mr John F. Gurry (Chair)	7	7
Fr Frank Brennan SJ	7	4
Sr Helen Clarke RSC	7	7
Mr Brendan Earle	7	7
Ms Patricia Faulkner	7	7
Mr Gary Humphrys	7	7
Ms Belinda Hutchinson	7	7
Mr Paul Robertson	7	7
Prof Peter Smith	7	7
Mr Greg Sword	7	7

Mission Advocacy and Community Relations Committee

The purpose of the committee is to assist the Board in the effective discharge of its responsibilities in relation to strengthening the mission and Catholic identity of St Vincent's Health Australia. The primary concern of the committee is to oversee advocacy and outreach initiatives to ensure they operate within the principles of Catholic Social Teaching and the Ethical Framework of Mary Aikenhead Ministries and Catholic Health Australia's *Code of Ethical Standards of Health and Aged Care Services in Australia* (2001).

Director	Eligible to attend	Attended
Sr Helen Clarke RSC (Chair)	3	3
Fr Frank Brennan SJ	3	2
Ms Patricia Faulkner	3	3

Audit and Risk Committee

The purpose of the committee is to assist the Board in the effective discharge of its responsibilities for overseeing effective and efficient financial reporting, internal controls, risk management, insurance coverage and internal and external audit in accordance with the mission and values of the organisation.

Director	Eligible to attend	Attended
Mr Paul Robertson (Chair)	4	4
Mr Gary Humphrys	4	4
Ms Belinda Hutchinson	4	4
Mr Greg Sword	4	4

Finance and Investment Committee

The purpose of the committee is to assist the Board in overseeing all areas of corporate finance for St Vincent's Health Australia and its subsidiaries, including setting financial objectives and monitoring financial performance against those objectives, capital structure, debt financing, property and asset management, capital expenditures, cash management, banking activities and relationships, investments and other finance based activities in accordance with the mission and values of the organisation.

Director	Eligible to attend	Attended
Ms Belinda Hutchinson (Chair)	5	5
Mr Brendan Earle	5	5
Mr Paul Robertson	5	3
Mr Greg Sword	5	5

Quality and Safety Committee

The purpose of the committee is to assist the Board in the effective discharge of its responsibilities in ensuring effective clinical governance and the delivery of safe, quality services. The committee also assists the Board in ensuring that such services are provided in accordance with the mission and values of the organisation.

Director	Eligible to attend	Attended
Prof Peter Smith (Chair)	4	4
Sr Helen Clarke RSC	4	4
Ms Patricia Faulkner	4	3

People and Culture Committee

The purpose of the committee is to assist the Board in fulfilling its responsibilities in relation to the recruitment, remuneration, retention, performance management and development of both Board Directors and St Vincent's Health Australia Group and Senior Executive staff in accordance with the mission and values of the organisation.

Director	Eligible to attend	Attended
Mr John F. Gurry (Chair)	4	4
Fr Frank Brennan SJ	4	3
Mr Brendan Earle	4	4
Prof Peter Smith	4	4

St Vincent's Health Australia Board and Committees, 1 July 2010 – 1 October 2010

Director	Eligible to attend	Attended
Mr John F. Gurry (Chair)	4	4
Ms Anne McDonald (Deputy Chair)	4	3
Dr Tracey Batten	4	4
Fr Frank Brennan SJ	4	3
Sr Helen Clarke RSC	4	3
Mr Nicholas Curtis	4	2
Adj Prof Christopher Doogan	4	4
Mr Charles Griss	4	2
Ms Belinda Hutchinson	4	3
Mr Patrick Mullins	4	3
Mr Paul Robertson	4	3
Br Joseph Smith OH	4	2
Mr Greg Sword	4	3
Sr Leone Wittmack RSC	4	4

Mission, Ministry and Culture Committee

The Mission, Ministry and Culture Committee is responsible for assisting the national board to fulfil its governance responsibilities in the area of mission, ministry and cultural integration.

Director	Eligible to attend	Attended
Sr Helen Clarke RSC (Chair)	1	1
Dr Tracey Batten	1	1
Mr Nicholas Curtis	1	0
Br Joseph Smith OH	1	1
Sr Leone Wittmack RSC	1	1



St Vincent's Health Australia benefits from a rich and diverse pool of talent.

Audit and Compliance Committee

The Audit and Compliance Committee is responsible for assisting the national board to fulfil its responsibilities in overseeing strategic, financial, clinical and operational risk management, audit and compliance with legislative requirements.

Director	Eligible to attend	Attended
Mr Charles Griss (Chair)	2	1
Fr Frank Brennan SJ	1	1
Mr Nicholas Curtis	2	1
Adj Prof Christopher Doogan	2	2

National Finance Review Committee

The National Finance Review Committee is responsible for reviewing the overall financial direction and performance of St Vincent's Health Australia and includes in-depth analysis of major financial issues.

Director	Eligible to attend	Attended
Ms Anne McDonald (Chair)	4	4
Dr Tracey Batten	4	4
Ms Belinda Hutchinson	4	4
Mr Paul Robertson	4	4

Executive Remuneration Committee

The Executive Remuneration Committee is responsible for assisting the national board on issues relating to remuneration of national executives, including contracts of employment, performance appraisals, succession planning and remuneration.

Director	Eligible to attend	Attended
Mr John F. Gurry (Chair)	3	3
Ms Anne McDonald	3	1
Mr Patrick Mullins	3	2
Mr Paul Robertson	3	2
Mr Greg Sword	3	3

Nominations Committee

The Nominations Committee is responsible for reviewing and recommending candidates for appointment to both the regional boards and the national board.

There were no meetings of the Nominations Committee held between 1 July 2010 – 1 October 2010. Any matters arising were resolved by circulating resolution of the Board.

Our performance

Report from Group Leader Mission

Nuggets of wisdom for our journey

The past 12 months have once again provided exciting challenges for the mission team of St Vincent's Health Australia. As we have progressed with the changes to our governance structure and developed our strategy for the next five years, it is a testament and tribute to all of our people from Board members, to members of our Executive, to our staff working throughout all of the facilities of our health and aged care services that our mission, and the commitment to the values by which we operate, have remained strong.

Margaret Silf in her book *The Way of Wisdom* reminds us that: "Whenever and however we begin our journey through life, we stand on giants' shoulders. For thousands of years, humankind has been searching and sifting, recollecting, reflecting, and seeking to pass on the distillation of a lifetime's experience to those who follow after. The result is a gold mine of nuggets of wisdom, and each of us could create our own treasury."

The mission of St Vincent's Health Australia began in Australia in 1857 with the establishment of St Vincent's Hospital Sydney by the Sisters of Charity. Over the many years since, the Sisters have generously passed on their nuggets of wisdom allowing the health service to create a rich treasury based on the Sisters' legacy of a preferential option for the poor and our Gospel values of compassion, justice, human dignity, unity and excellence. This legacy has also been passed on to the new governing body, the Trustees of Mary Aikenhead Ministries to whom our health service, along with the other incorporated ministries of the Sisters of Charity, now report.

Joan Chittister is known to have said: "For everything there is a season, for every task someone is given the tools." This is certainly the experience for St Vincent's Health Australia. Since our last report the membership of the Group Executive and Group Office has increased significantly. Each person has been warmly welcomed and missioned to our ministry. While some had worked in our health service previously, or had come from other Catholic health providers, great effort has been made to develop our team spirit. St Vincent's Health Australia has truly been blessed by their expertise and willingness to embrace our mission and values, add to the nuggets of wisdom, and develop the already rich treasury that is St Vincent's Health Australia. Together we sift, reflect, discern and sort as we consider where we need to be now, and in the future.

*We are not today what we were yesterday.
We will not be tomorrow what we are today.
We are in the process of being changed.
This change for believers is not the change
of mere difference, but a transformation.
We are becoming like Christ.*

– Tom Paterson,

Living the life you were meant to live

Mission, Advocacy and Community Relations

It is important to note that mission, advocacy and community relations are at the heart of St Vincent's Health Australia and our strategic direction has a strong focus on mission and social justice which clearly outlines our commitment to:

- Our Catholic identity
- Our mission and values founded on the Gospel
- Ensuring that the understanding of our mission and values is disseminated throughout our health service through formation programs and training for our Board, Executive and staff
- Providing best practice in pastoral care services
- Continuing the development of good relationships with Church, other Catholic health care services, and other like-minded health providers
- Continuing to develop the relationship with the Trustees of Mary Aikenhead Ministries
- Furthering social justice through the development of particular focus areas that will result in planned health programs
- Continuing to deliver community outreach programs and projects that meet local need

During the past 12 months we have:

- Continued to develop our Reconciliation Action Plan with Reconciliation Australia and have submitted our first report to Reconciliation Australia
- Convened an implementation committee to examine and deliver the recommendations made through the Pastoral Services Review, particularly in the areas of formation and a system wide strategy for pastoral services
- Participated at all levels in the governance review and its implementation
- Engaged a Group Mission Research and Projects Coordinator Ms Julie Morgan
- Engaged in research to develop particular focus areas for our social justice through health program reflecting our commitment to the Catholic social teaching principle of preferential option for the poor
- Continued to develop and deliver formation sessions for members of our Board, Executive and Community Advisory Councils
- Continued to engage with other Catholic health providers and participate in the various committees of Catholic Health Australia

As we continue our journey to deliver a mission centred health service, we are ever mindful of the giants on whose shoulders we stand and we once more commit ourselves to add to the nuggets of wisdom that have been given to us since 1857. In so doing, we continue to create our own rich treasury which will enable those who come to us to encounter care marked by compassion, justice, hope and transformation.

For St Vincent's Health Australia, together with all those involved in Catholic health care, these words provide much food for thought and provide a vision to which we can all aspire.

Sr Leone Wittmack rsc,
Group Mission Leader

15,693

employees of St Vincent's
Health Australia



Our performance

Report from Group General Manager Clinical Governance and Chief Medical Officer

The provision of safe, high quality health care has long been a mark of the care provided by St Vincent's Health Australia. The establishment of the Clinical Governance team at a group level to work with each of our regions in identifying best practice, undertaking internal benchmarking, and reviewing clinical performance at Board level, is indicative of the commitment of the organisation to ensure that St Vincent's Health Australia continues to lead in clinical excellence.

Establishment of clinical governance structures including key committees

Clinical governance is defined as a framework through which "... organisations are accountable for continually improving the quality of their services and safeguarding high standards of care by creating an environment in which excellence in clinical care will flourish," (Sally and Donaldson, BMJ, 1998). Key to the implementation of effective clinical governance in St Vincent's Health Australia has been the establishment in the past year of an appropriate committee structure including:

- i. *Board Quality and Safety Committee* the purpose of which is to assist the Board in the effective discharge of its responsibilities in ensuring effective clinical governance and safe quality delivery of services across St Vincent's Health Australia facilities in accordance with the mission and values of the organisation.
- ii. *Group Quality and Safety Committee* the purpose of which is to advise the Group Executive in relation to the provision of effective clinical governance, the delivery of safe and quality clinical services including the identification and mitigation of clinical risks, benchmarking and sharing of information, and ensuring that robust processes and policies are in place to create a culture of clinical safety and quality improvement within all St Vincent's Health Australia services.

The committee also provides assistance in ensuring that the activities of St Vincent's Health Australia are aligned to the group mission and strategic imperatives. Its membership includes Chief Medical and Nursing Officers, allied health leaders, quality and risk managers, research and education leaders and is chaired by the Group General Manager Clinical Governance.

- iii. *Nursing Leadership Council* the purpose of which is to advise the Group Executive Committee in relation to the professional practice of nursing and the provision of quality and safe patient care across St Vincent's Health Australia. This includes leading a culture of clinical safety and quality improvement within all St Vincent's Health Australia services and supporting the Group General Manager Clinical Governance to achieve the group strategic and operational plan. Its membership comprises the Chief Nursing Officers and Directors of Nursing of all St Vincent's Health Australia facilities.

Development and implementation of key clinical governance policies

In 2011 St Vincent's Health Australia also developed a group wide Quality and Safety Policy, the purpose of which is to provide an effective clinical governance structure to support all services in the delivery of sustainable, patient focussed and high quality health care to patients, residents, clients and their carers. This policy also helps to ensure that all staff are aware of their role and responsibilities with respect to patient safety and quality. It is built around a number of policy principles intended to:

- Respect the mission and values of St Vincent's Health Australia
- Ensure care is centred on the needs of the patient
- Focus on the care continuum and coordination
- Build a culture of trust and honesty
- Foster a commitment to continuous improvement
- Ensure a systems based, consistent approach to incident management
- Ensure all clinicians are appropriately skilled and qualified
- Foster good communication
- Prioritise actions to address system inadequacies

Benchmarking and the development of scorecards

To quote Lord William Thomson Kelvin (1824-1907), Scottish mathematician and physicist, "If you can't measure it, you can't improve it." This statement strongly applies to health care and is the basis of quality improvement measurement activities. The development of a suite of indicators for collection and benchmarking across all St Vincent's Health Australia sites that aligns with National Core Hospital Indicators and measures of key quality and safety issues was therefore a clear early aim of the clinical governance team. Definitions and collection methodology were developed and agreed through wide consultation for review and action locally, as well as by the Board, and Quality and Safety Committee.



Sr Leone Wittmack RSC and John Willis at the St Vincent's Health Australia Quality Awards.

St Vincent's Health Australia Quality Awards

A revised process for the St Vincent's Health Australia Quality Awards was introduced for 2011 which included new entry categories and the development of an online entry and judging process. The awards aim to promote quality, excellence, innovation and safety in clinical care across the St Vincent's Health Australia health and aged care services, and to promote and reinforce the mission of St Vincent's Health Australia through recognising individuals and teams who achieve excellence in the provision of health care.

The award categories and recipients were:

- Improvement in patient safety - awarded to *Ruby Red Socks*, St Vincents & Mercy Private Hospital Melbourne;
- Excellence in clinical quality - awarded to *Post orthopaedic rehabilitation in the home*, St Vincent's Private Hospital Sydney;
- Responding to an ageing population – awarded to *Prague House: A place to call home*, St Vincent's Hospital Melbourne;
- Improving our patients experience of care – awarded to *Two worlds meet to improve Aboriginal health care*, St Vincent's Hospital Melbourne; and
- Building partnerships for improved health care – awarded to *Clinical development partnership*, St Vincent's Hospital Toowoomba.

In addition, two peak awards were created in 2011 where regional Chief Executive Officers proposed nominees to the St Vincent's Health Australia Chair. These were:

- Chairman's Award for Outstanding Achievement by an Individual which was awarded to Ms Libbie Linley, the Director of Clinical Services at St Vincent's Hospital Brisbane; and the
- Chairman's Award for Outstanding Achievement by a Team which was awarded to the Graduate Nurse Program team, St Vincent's Hospital Melbourne.

A key feature of the revised awards process was the inception of a Quality Awards Roadshow which showcased a presentation of the work by each award recipient at forums hosted in Brisbane, Sydney and Melbourne in June 2011 to enable local clinicians and managers to attend and participate in best practice sharing.

The awards aim to promote quality, excellence, innovation and safety in clinical care across the St Vincent's Health Australia health and aged care services, and to promote and reinforce the mission of St Vincent's Health Australia.



Thelma Delisser-Howard and Dr Shari Parker at the St Vincent's Health Australia Quality Awards.

Recruitment of clinical governance staff

In March 2011 St Vincent's Health Australia welcomed Ms Sarah Michael to the role of Group Manager, Quality and Safety. Sarah's role is to contribute to the successful positioning of St Vincent's Health Australia as a leader in the provision of high quality, accountable and measurable health care that is consistent with our mission, vision and values through the design and implementation of clinical practice improvement strategies, policy development, change management, staff development and information management.

In June 2011 the Clinical Governance team was completed by the appointment of Ms Terri Birger to the role of Program Manager, Quality and Safety. In this role Terri is responsible for assisting with the development and implementation of group wide projects to support substantial and sustainable improvements in clinical quality and safety through the effective use of quality improvement methodologies and strong project management and stakeholder engagement; developing systems and processes for consolidation, aggregation and analysis of group wide clinical quality and safety data.

Plans for the future

Key initiatives identified in the strategic and operational plans for clinical governance are the development of a standardised incident management platform building on the current use of a single software system to enable group wide data analysis to support care improvement, the initiation of shared clinical practice improvement initiatives to support collaboration and innovation across the regions, and the development of a research strategy for St Vincent's Health Australia.

Dr Annette Pantle,
Group General Manager Clinical Governance
and Chief Medical Officer

99,594

theatre procedures
performed



Our performance

Report from Group General Manager People and Culture

The People and Culture team, as a group function, came into being in February 2011 with the appointment of a Group General Manager, People and Culture. The function of 'people and culture' is, as the name suggests, about supporting the organisation in ensuring we attract, retain and develop the right people and that these same people foster a culture which demonstrates our vision, mission and most importantly our values. People and Culture is a title used only in some parts of our organisation and in others it is often referred to as Human Resources. Although the Group Office role is relatively new, the Human Resources teams based in the four Regions are well established, drawing on high performing people who have been delivering support to their respective organisations.

In establishing their role, the Group Office People and Culture team have spent their time identifying the many strengths among our regional teams and reviewing existing policies and processes with a view to using these to inform the group wide strategic direction. Working collaboratively as a team the Human Resources leaders across the four Regions, facilitated by the Group Office, have identified opportunities to utilise economies of scale such as purchasing common software to support eLearning. We have also learned from each other about the better practices that can be shared.

The work that will evolve in the months and years ahead will see many aspects of people management and leadership being standardised across all St Vincent's Health Australia facilities where there is a clear benefit demonstrated. Such benefits may include enhanced efficiency or productivity, a reduction in costs, or the provision of greater levels of support to our colleagues responsible for the delivery of care in our facilities.

The reviews already conducted in 2010-2011 have found many opportunities for the People and Culture team to pursue in identifying the projects and initiatives which will make the greatest positive impact on the people strategy for St Vincent's Health Australia. The initiatives already identified that we will undertake in the coming year include the launch of our first Executive Leadership Program, which will be a competency and values based intensive learning opportunity for St Vincent's Health Australia's next generation of senior executives.

On the subject of learning opportunities, we will strengthen and consolidate our many eLearning programs across the group to open up even more occasions for staff to grow and develop. Working with our colleagues in the Mission area, we plan to develop opportunities to enable staff to actively participate in community activities aimed at furthering the mission of St Vincent's Health Australia. We know many staff do a tremendous amount of work in the community presently, but we will explore how we can make this type of critical work part of the very fabric of what all staff do.

Another initiative worthy of mention here is our aspiration to work with staff to ensure we not only have a great working environment where staff are engaged to be the best they can, but we also want explore ways to help staff develop and maintain their own health and well-being. This is an area in which health care workers are often lacking as their focus is on those for whom they care. We believe that we can better support the staff of St Vincent's Health Australia and expand on this for the benefit of all.

St Vincent's Health Australia Staff Satisfaction Survey 2010

In 2010, Best Practice Australia was engaged to conduct a second survey of all St Vincent's Health Australia facilities (excluding St Vincent's Private Hospital Sydney who had conducted a Best Practice Australia People Survey in 2009) and Group Office to measure the effectiveness of the change initiatives implemented following the 2007 survey.

Best Practice Australia describes the culture of St Vincent's Health Australia as a 'Culture of Ambition' which is often depicted by high energy, ambitious for new and better ways of doing things and a culture that tends to be very innovative. The top attraction factor for staff is 'reputation' of the organisation, with retention factors including 'nature of the work' (33 per cent), 'colleagues' (28 per cent) and 'work environment' (12 per cent).

A new module included in the 2010 Best Practice Australia survey was the 'Issues that Matter Most'. This section required respondents to rate a range of issues to identify those that the organisation does well, those that require improvement and those that are a significant cause of concern. The top five highest rating attributes are that the organisation addresses personal safety issues, job security issues, provides good physical working environment and a climate of respect and addresses professional quality standards.

Overall, St Vincent's Health Australia rated higher in the majority of the quantitative attributes when compared with the average industry benchmark derived from over 300 health sector benchmarking partners throughout Australia and New Zealand. An overall culture of ambition within the organisation is an indicator that when complemented with good leadership and strong communication of our mission and strategic direction, we will have the ability to drive our strategy far more effectively.

Mr David Rossiter,
Group General Manager, People and Culture



St Vincent's Health Australia rated higher in the majority of the quantitative attributes when compared with the average industry benchmark.

Our performance

Report from Group General Manager Service Integration

As part of the governance review for St Vincent's Health Australia, it was identified that the group could work more collaboratively across all regions to deliver greater efficiencies. The Service Integration portfolio at a group level was instigated. This portfolio includes group procurement negotiations, the development of a strategy to support information, communications and technology, environmental sustainability, and shared services.



St Vincent's Health Australia is committed to greater collaboration and integration across the organisation.

Procurement

The Group Office Procurement Team, led by Group Procurement Manager Mr Craig Doyle and Group Product & Services Catalogue Developer Mr Dennis Holmes, has worked collaboratively with the Regional Supply Managers and Clinical Product Evaluators to:

- Negotiate improved pricing for goods and services across St Vincent's Health Australia;
- Commence the standardisation of products used across all the regions; and
- Commence the development of policies and procedures for procurement, sourcing processes and product evaluation criteria.

The procurement team has delivered \$1.8 million cost saving for St Vincent's Health Australia in 2010-2011 and anticipates over \$3 million in savings for the next financial year.

Another significant achievement for the procurement team was the development of a common chart of accounts and a common supply catalogue. Three of the four regions have implemented the chart and catalogue with the remaining region to implement these in the new financial year. This will facilitate greater transparency in our reporting and more readily allow comparison of performance in order to identify areas of best practice and areas for improvement.

Information, Communications and Technology

To assist St Vincent's Health Australia meet its strategic direction over the next five years, an information, communications and technology strategic plan has been developed, led by the recently appointed Group Chief Information Officer Mr Owen Smalley. This plan had significant input from members of the Group Office and clinical and corporate areas from the four Regions including IT staff. The plan aligns with the group strategic direction and identifies how information, communications and technology can assist the organisation to meet some of the elements identified under the four key result areas on which St Vincent's Health Australia will focus: Mission and Social Justice, Exceptional Care, Remarkable People, and Sustainability.

One of the underlying principles of the plan is to ensure standardisation across all facilities within St Vincent's Health Australia. A set of standardised products across St Vincent's Health Australia will allow for efficiencies through economies of scale and enable the implementation of synergies via a shared services environment.

Over the next 12 months the Information, Communications and Technology strategic plan has identified the following projects to be implemented. The five high priority St Vincent's Health Australia projects that are important to all stakeholders include:

- Implementing a St Vincent's Health Australia enterprise reporting system;
- Upgrading the existing regional RiskMan systems with a St Vincent's Health Australia standard RiskMan system;
- Implementing a new St Vincent's Health Australia legislative compliance system;
- Rolling out a standard clinical credentialing and scope of practice system to all regions; and
- Implementing a new St Vincent's Health Australia environmental database management system.

Some key St Vincent's Health Australia Information, Communications and Technology foundation projects have also been identified for immediate implementation:

- St Vincent's Health Australia internet and intranet collaborative portal;
- Connecting all regional networks; and
- Establishing a St Vincent's Health Australia single sign-on facility.

In addition each region has identified projects including replacement of legacy infrastructure and systems, as well as the introduction of new systems that will create improved business efficiency such as a new time and attendance system and document scanning system at St Vincent's Hospital Melbourne.

One of the underlying principles of the plan is to ensure standardisation across all facilities within St Vincent's Health Australia.

Environmental sustainability

In February 2011, St Vincent's Health Australia appointed Mr Matthew Power as Group Energy and Environment Manager to assist with improving the organisation's environmental performance. This appointment demonstrates St Vincent's Health Australia's commitment to reducing its environmental impact and will provide the necessary resources both in terms of finance and personnel to achieve meaningful reductions in the impact St Vincent's Health Australia has on our environment.

When combined with the efforts of staff across the organisation, we are confident this will lead to demonstrable reductions in the levels of energy and water we consume and the levels of waste we generate. During 2011, St Vincent's Health Australia developed an environmental plan which laid the foundations for an environmental program aimed at delivering meaningful change in the way we conduct our activities. This reflects our mission and our concern for the environment.

St Vincent's Health Australia has been registered under the Energy Efficiency Opportunities and National Greenhouse Energy Reporting Scheme (NGERS) Acts since 2009. During the 2010-2011 financial year, St Vincent's Health Australia carried out its first energy assessment which identified a number of opportunities for change or improvement. These opportunities are currently being assessed with the implementation of suitable projects to commence in 2012.

Achievements since 1 July 2010 include the development of a sustainability strategic plan, and the identification of an appropriate environmental database which will be implemented in 2011-2012.

In the coming year St Vincent's Health Australia will:

- Fully implement an environmental database system and begin site assessment and benchmarking;
- Undertake National Australian Built Environment Rating Scheme (NABERS) assessments of major metropolitan hospitals in each state;

- Develop and implement an environmental management system;
- Undertake NGERS reporting; and
- Conduct a baseline survey across the group to determine both the take up, and understanding of, environmental sustainability strategies.

Service integration

St Vincent's Health Australia is committed to greater collaboration and integration across the organisation. In the corporate services area, this may mean shared services at either a regional, program or group level. This year, St Vincent's Health Australia has identified the following model to guide the organisation when delivering service integration:

- **Seek:** we seek to understand how processes currently work, what opportunities exist to improve existing processes and identify opportunities for shared services at a group, regional or program level.
- **Standardise:** St Vincent's Health Australia is moving to standardised business processes through standardised information, communications and technology platforms and products that will allow for easier implementation of a shared services environment.
- **Synergise:** over the next 12 months, St Vincent's Health Australia will commence identifying those services that may create additional savings for the organisation if they were to be integrated at a program, regional or group level.

While significant progress has been made in the area of service integration in the year past, it has been a time of information and practice sharing, understanding the existing processes and systems across our four regions, and identifying opportunities for greater cooperation. We look forward to the year ahead and realising a number of the potential achievements identified through our efforts to date.

Ms Clare Douglas,
Group General Manager Service Integration

Report from Group Chief Financial Officer

The St Vincent's Health Australia group, including its partners, reported revenues of \$1,745 million in 2010-11, which represents a \$103 million improvement on the preceding financial year. Consistent with its not-for-profit status, any discussion of the surplus or deficit for the year is not relevant as the group's aim is to fulfil its mission rather than earn profit. Nevertheless the group is self-sustaining and has recorded mild surpluses in recent years which are ploughed back into improving and expanding the health and aged care services provided. Total assets of \$1,550 million were recorded, an increase of \$96 million on the year prior. The group is able to pay its debts as and when they fall due.

The group finance department has concentrated in this first year of the new governance structure on ensuring the basic processes are in place to inform the Board quickly and

accurately of performance and financial matters, and to set performance targets and budgets. Other major projects have included the acquisition of the 50 per cent stake remaining in St Vincents & Mercy Private Hospital, securing the associated debt financing, and ensuring the usual finance protocols are in place to be able to make informed decisions, appraise investments, monitor cash flows, identify and value opportunities, and safeguard assets and capital. In addition to the Group Financial Accountant Mr Ross McDermott, we have been pleased to welcome Ms Alison Moffatt to the team in the role of Group Financial Controller.

Mr Peter Forsberg,
Group Chief Financial Officer

Our performance

Report from Group General Manager Strategy

Developing the strategic direction

The establishment of the Group Strategy team commenced in late 2010 with the appointment of the Group General Manager Strategy Ms Janet Muir.

A key component of the brief to the team was to develop the group wide strategic direction and operational plan which would serve to underpin the efforts of St Vincent's Health Australia as it strives to further its mission and improve its performance as a group. We were pleased to welcome Ms Anastasia Ioannou as Group Manager Strategy and Planning in February 2011 to assist in the development of these key projects.

In developing the St Vincent's Health Australia Strategic Direction, we have endeavoured to build on our strengths, identifying what we want to do better so that we may realise our mission more fully. The resulting direction is as much about how we work as what we do.

The planning process has required that we hold several elements in balance: the desire to remain true to the mission, vision and values of St Vincent's Health Australia; the need to grow and develop in a sustainable fashion; and the need to be agile and flexible in responding to the dynamic changes in the internal and external environments in which we deliver health care.

Finally, the process has been about making the right fundamental decisions about the direction we will pursue. It is impossible to do all that we may wish to do, and much of our strategy lies in identifying those areas that are critical in helping us to realise our vision.

Developing the operational plan

A key achievement for the year was the development and implementation of a Group Operational Plan for the 2012 financial year in tandem with the strategic direction process. The operational plan represented a first for the group as a whole, and drew on the emerging strategic direction, and the concurrent development of a Group Strategic Risk Profile.

The event was well received by delegates with 93 per cent of respondents indicating the conference achieved or exceeded its objectives.

Inaugural Senior Leadership Team Conference

St Vincent's Health Australia held its inaugural Senior Leadership Team Conference, which will become an annual event, to enhance a deeper understanding among our Senior Leadership Team with respect to the organisation's strategic and operational issues, objectives, emerging culture, share best practice and innovation, and to participate in formation and networking opportunities.



St Vincent's Health Australia will build on its strengths.

In May 2011, the inaugural conference was held in Sydney over two days and in addition to the broader Conference objectives, focussed on continuing the engagement of delegates in the development of the vision statement and Group Strategic Direction, and getting to know the members of the Group Executive Committee better in a fun and light hearted environment. At the conclusion of the conference, delegates were also given an opportunity to think about how they could translate what they had heard and shared over the two days with colleagues in their work places. The event was well received by delegates with 93 per cent of respondents indicating the conference achieved or exceeded its objectives. Further, 90 per cent of the sessions were rated as being either 'good' or 'excellent'.

A new focus for audit and risk management

We have been pleased this year to welcome Mr Richard Lentfer to the role of Group Manager Audit and Risk. The creation of this role followed an internal resignation and a review of the group internal audit function which identified the need for St Vincent's Health Australia to:

- Create a role for the group that would manage both the internal audit and risk management functions;
- Resource the internal audit function with a combination of internal auditing staff members and external consultants who have specific skill sets and areas of expertise;
- Expand the focus of the annual internal audit plan beyond the traditional focus on only 'financial' type internal audits; and
- Develop a closer relationship between internal audit, the Group Strategic Risk Profile and the Group Strategic Direction.

The change of focus for the group with respect to its internal audit arrangements led to the development of the Internal Audit Plan (for FY2012) which aligns with the Group Strategic Direction. This will enable St Vincent's Health Australia to take a whole of group approach to the conduct of internal audits



babies welcomed

6,543

(in contrast to the previous regional focus), and respond to the issues identified through the development of a Group Risk Profile and key stakeholder areas of interest. The change of focus in the internal audit function during the latter half of the financial year has proved highly successful and will continue for the coming financial year before being reviewed in 2013.

Working with the Regional Internal Auditors we have sought to create a strong team environment. We aim to deliver an internal audit function that provides audit and advisory services that add value by enhancing the effectiveness of St Vincent's Health Australia's risk management, control and governance processes, and identify the operational initiatives and actions required to get us there.

In March 2011, we commenced the development of the St Vincent's Health Australia Group Risk Profile and Group Risk Management policy. Working in consultation with the Board, and other internal stakeholders, the policy and profile was developed in alignment with AS/NZS ISO 31000:2009 Risk Management and by the application of industry best practice elements.

The first quarter of FY2012 will see us work to integrate the Group Risk Management policy and Group Risk Profile across all regions of the organisation. The strategic risks that have been identified as part of this process will be monitored by the Board and Group Executive Committee.

Performance management

During 2010, as part of the work leading up to the implementation of a new governance structure, a scorecard of key performance indicators (KPIs) was developed for the whole of the group, in four key result areas: Quality, Safety and Access; People and Culture; Financial Performance and Efficiency; and, Catholic Identity and Service of the Poor. The efforts of the committee that led this project cannot be understated. The organisation had never before shared data, agreed definitions on KPIs and data elements, set group wide targets, nor operated on standardised information, communications and technology systems.

Working with Mr Patrick Meuleman, who was recruited into the Manager Performance Reporting role in January 2011, we identified that there was a priority to build relationships with the KPI Regional Coordinators and work closely with them to improve the data collection process, data integrity and KPI reporting format. By the end of June, a data warehouse was developed that better automated the data collection process and maintained the integrity of data. The warehouse was structured so that it could become the foundation for the development of enterprise reporting in FY2012 (an information, communications and technology strategic priority for St Vincent's Health Australia).

In concert with the development of the data warehouse, we also worked with respective Group Executive Committee members to improve the accuracy of the KPIs being reported, and the reporting format. The scorecard has been completely revamped to provide the Board and Executive with greater transparency in monitoring organisational performance and track the achievement of its strategic goals and operational initiatives.

Catholic Negotiating Alliance

Historically, St Vincent's Health Australia (formerly the Sisters of Charity Health Service) in conjunction with its partner and joint venture Catholic health care providers (the Sisters of Mercy and Holy Spirit Missionary Sisters) were governed by regional health service boards. In order to enable collective negotiation with vendors and private health funds, St Vincent's Health Australia and its partners successfully applied for authorisation from the Australian Competition & Consumer Commission to negotiate as a collective.

The authorisation granted enabled other Catholic not-for-profit hospitals to join the negotiating group providing they met certain criteria. This negotiating group was named the Catholic Negotiating Alliance. St Vincent's Health Australia auspices the work of the Catholic Negotiating Alliance and is thus responsible for monitoring its effectiveness and continuing to evaluate its strategic direction.

The objectives of the Catholic Negotiating Alliance are to enable Catholic health care providers across Australia to:

- Leverage the collective scale, expertise, knowledge and resources across the Catholic health sector;
- Have a national impact on items such as health fund negotiations, purchasing, efficient price negotiations and benchmarking; and
- To create an environment of cohesive and collaborative effort to benefit all participants.

Members of the Catholic Negotiating Alliance include Cabrini Health, Catholic Health Care, Little Company of Mary Health Care, Mater Health Services Brisbane, Mater Health Services North Queensland, Mercy Health and Aged Care Central Queensland, Mercy Hospital Mount Lawley, St John of God Health Care and St Vincent's Health Australia.



Mission, advocacy and community relations are at the heart of St Vincent's Health Australia.



Our people are our strength.

The work of Catholic Negotiating Alliance is highly regarded within the Catholic health care sector. In its report for Catholic Health Australia, PriceWaterhouseCoopers found that “Eighty-nine per cent of surveyed Catholic sector representatives agreed that the Catholic Negotiating Alliance approach should be expanded for both Private Health Insurers and government negotiation.” (Source: Catholic Health Australia PriceWaterhouseCoopers, *inFORMATION: Growing and sustaining our ministries*, p.54, 2010).

In December 2010, St John of God Health Care joined as a member of the revenue network, bringing another 14 hospitals to the portfolio.

Catholic Negotiating Alliance now provides a revenue negotiation service to all, but one, Catholic private hospital provider.

The work of Catholic Negotiating Alliance is highly regarded within the Catholic health care sector.

The Catholic Negotiating Alliance was also pleased to welcome Ms Judith Wenborn to the team in March 2011 as Manager, Funder Relations. Judith came to us from HealthScope where she held the position of Health Funds Contract Manager.

Initiated by an approach by Catholic Health Australia to consider the expansion of its services, St Vincent’s Health Australia conducted a review of the strategic direction of the Catholic Negotiating Alliance.

The new direction for Catholic Negotiating Alliance represents a great opportunity to deliver a broader range of services to Catholic private hospital providers, and to continue to address the challenge as to how we can ensure the services of the Catholic Negotiating Alliance remains relevant.


A discussion paper prepared for consideration by the Catholic Negotiating Alliance participants was reviewed over two successive meetings of the Catholic Negotiating Alliance Chief Executive Officers meeting. The matters agreed, as follows, will drive the operational objectives for the forthcoming year:

- Create a benchmarking pillar of service that will draw on the work achieved to date by the partnership between Catholic Health Australia and the Sydney Adventist Hospital (CHASAN). We will develop platforms that will allow Catholic providers to review their performance against that of their peers and to facilitate the transfer of best practice between participants;
- Improve the governance structure of Catholic Negotiating Alliance in order to further transparency and communication with participating Chief Executive Officers;
- Create and appoint to a new role of Chief Executive Officer, Catholic Negotiating Alliance;
- Create a new committee structure that includes a Catholic Negotiating Alliance Advisory Board and respective reference groups;
- Create and appoint to a new role of Procurement Manager, Catholic Negotiating Alliance; and
- Enhance the information, communications and technology systems that currently support Catholic Negotiating Alliance.

In June 2011, Michelle Somlyay was appointed to the new role of Chief Executive Officer, Catholic Negotiating Alliance. This appointment was warmly supported by participating Chief Executive Officers and has been well received by all stakeholders.

The new direction for Catholic Negotiating Alliance represents a great opportunity to deliver a broader range of services to Catholic private hospital providers, and to continue to address the challenge as to how we can ensure the services of the Catholic Negotiating Alliance remains relevant and adds value to all.

Ms Janet Muir,
Group General Manager Strategy



cardiac catheters

13,146

Our performance

St Vincents & Mercy Private Hospital Melbourne

An outstanding result

St Vincents & Mercy Private Hospital had an outstanding result following its accreditation by surveyors from the Australian Council on Healthcare Standards. The organisation wide accreditation saw the hospital awarded four Outstanding Achievement ratings and 32 Excellent Achievement ratings.

"It was an outstanding result for which the whole hospital can feel very proud," said Martin Day, Chief Executive Officer St Vincents & Mercy Private. "We have made substantial progress in the Organisation Wide Surveys in 2003 and 2007, 'raising the bar' each time."

"Outstanding ratings are very hard to achieve and are only awarded sparingly. To achieve four in one organisational wide survey is very pleasing and wonderful recognition of the great work that we do every day."

"Compared to these national figures in 2008, St Vincents & Mercy Private's results are a wonderful recognition of the great work by our team," said Diana Smith, St Vincents & Mercy Private's Quality Manager.

The Outstanding Achievement ratings were awarded in the areas of Continuous Quality Improvement; Falls Prevention and Management; Involvement of Consumers, and Learning and Development.

"These results are very good for our patients who trust us with their care," said Martin Day.

Ruby Red Socks

In 2010, St Vincents & Mercy Private Hospital developed and implemented a falls prevention program for patients at risk *Ruby Red Socks*. The program was specifically designed to empower patients, family and hospital staff to reduce patient risk of falls and potential for a serious injury in hospital.

Ruby Red Socks has seen the development of a simple risk assessment tool to enable nursing staff to accurately identify patients at risk of falls, the development of falls risk alerts for patients, family and staff, the provision of red non-slip socks worn by patients at risk, and the development and promotion of an educational DVD to encourage the participation of patients and families in the program.

The program has been highly successful. In the 12 months since the implementation of the program there was a statistically significant reduction in falls rates with harm (0.75 to 0.3 per 1,000 bed days per month). This equates to eight falls per month in 2009 dropping to three falls per month in 2010.

Further analysis of the program identified the need to promote the initiative among patients from non-English speaking backgrounds. Resources have now been developed in Mandarin, Italian and Greek. We look forward to further reducing the risk and incidence of falls.

There was a statistically significant reduction in falls rates with harm.

Gold standard hand hygiene auditors

Hand Hygiene Australia conducted a Gold Standard Hand Hygiene Auditor workshop at St Vincents & Mercy Private in May for our staff, including members of our Executive team. The workshop was an intensive program to teach participants how to accurately audit staff in clinical areas according to the five moments of Hand Hygiene. The standards set by Hand Hygiene Australia are high, with participants required to achieve greater than 90 per cent success in two exams to achieve Gold Standard Auditor status.

The day was a great success, with all participants observing Hand Hygiene occurring in the clinical areas. All Executive members who participated in the day achieved Gold Standard Auditor Status. Kate Ryan, Project Coordinator from Hand Hygiene Australia said, "The latest workshop run at St Vincents & Mercy Private in Melbourne was a 'first' for Hand Hygiene Australia as half of the program participants were members of the executive team. The Hand Hygiene Australia team are delighted to know that St Vincents & Mercy Private value the importance of hand hygiene so much that their executive staff will be auditing hand hygiene themselves. We hope that many other hospital executive teams around the country will take up the challenge laid down by St Vincents & Mercy Private."

Error proofing cardiac services

In August 2010, all our CARE First teams at St Vincents & Mercy Private looked for ways to reduce the possibility that errors could occur within their areas.

The Cardiac Services team at St Vincent's Private introduced an error proofing system aimed at reducing the occurrence of intravenous site infections. Their red dot system uses visual alerts to highlight the date and location of initial intravenous insertion, and due dates for the intravenous to be re-sited. Since the introduction of the new process in August 2010, no patients requiring an intravenous line have developed an intravenous site infection.

Nepal Interplast microsurgical training

Microsurgery for the reconstruction of major defects has been performed in Australia since the 1970s, but due to a lack of equipment and training, this specialty was not available in Nepal until 2007.

In 2003, the Nepalese Head of the Plastic and Reconstructive Surgery Department Dr Shankar Man Rai with the backing of the Ministry of Health Nepal, requested Interplast assistance to provide training and education for doctors and nurses in microsurgical reconstructive procedures. Interplast has sent two teams a year to Nepal to continue training and ongoing mentoring as the local teams develop the skills and confidence to perform microsurgery cases independently.

Interplast has delivered training modules encompassing formal lectures, laboratory practice mentoring in the operating suite, wards and outpatients departments, to both surgeons and nurses. In 2009 and 2010 short courses in Plastics and Reconstructive Surgery were delivered to 44 nursing staff, incorporating staff from the Model Hospital and Outreach Services.

In May 2010 the visiting Interplast team included St Vincents & Mercy Private's Professor Wayne Morrison and Mr Damien Grinsell (plastic surgeons), Dr Simon Reilly (anaesthetist), Annette Silinzieds and Leonie Simmons (nurses). The team consulted at the hospital's outpatient clinic with the Nepalese surgical team and reviewed 18 carefully selected cases. From these cases the selection of the most appropriate cases for surgery were confirmed. The local surgeons were given detailed operating plans for the remaining cases and the Interplast team was reassured that they will perform some of the remaining free flaps on their own in the near future.

It is anticipated that the team at the Model Hospital will become leaders in microsurgery training not only for Nepal but also for neighbouring countries in the region.

Australian Hand Surgery Society outreach program *Helping Hands*

St Vincents & Mercy Private Hospital again supported the Australian Hand Surgery Society Outreach Program *Helping Hands* for their annual clinical visit to Cambodia in July 2010. The hospital's gift of operating theatre consumables including theatre hats, masks, over shoes, gloves and blades was most appreciated by the Cambodian beneficiaries.

More than 70 per cent of all health services in Cambodia are supplied by non-government organisations and, in the opinion of the visiting Australian hand surgeons, they generally offer a superior quality of service to government run hospitals.

The one at which the Australian Hand Surgery Society Outreach Program based their operations in Phnom Penh was the Sihanouk Hospital Centre of Hope. Here, a number of patients with very difficult hand and upper limb problems were brought in from provinces up to 1,000km away for clinical assessment and recommended treatment. The surgical treatment is generally undertaken by the local surgeons supervised by the Australian team. This is a very time consuming process but they have seen the benefits with an amazing increase in surgical expertise over the last three years.

The surgeons visiting Cambodia included Mr Damian Ireland from St Vincent's Private Melbourne, Professor Graham Gumley from Sydney, Professor Des Boker from Sydney, Dr Mark Allison from Perth and Dr Nigel Symons. The trip was also subsidised by the Australian Hand Surgery Society and the Australian Orthopaedic Association.

Maternity

St Vincents & Mercy Private Hospital has commenced a number of new initiatives to retain and grow its maternity services. We have been pleased to welcome three new obstetricians on site at St Vincent's Private to enable us to expand our services.

Additionally, a new and very successful pre-pregnancy workshop was conducted for 'parents to be' in May. 52 participants attended an evening session which received very positive feedback.

In order to support new parents and ensure a safe and welcoming experience, St Vincents & Mercy Private has developed a customer service training program for staff which will commence in September. A guest relations manager has

also been appointed for 12 months to support this initiative. Our objective is to raise our very good service to a standard of excellence over the next six to 12 months.

Theatre 11 at Mercy Private Hospital

A building project at Mercy Private that includes a new theatre, a central sterile stock room, an additional pre-operative waiting bay and expanded staff facilities has met the first important milestone. The construction of the additional 11th theatre has been completed, has been approved for use by the Department of Health and is now operating. The new theatre is being used by surgeons with existing operating lists to allow renovation works to be completed in some of the original theatres. The next stage of the building project which will expand the staff and doctors' facilities provides a new stairway to the facilities and creates a new holding bay. This work is progressing well and should be completed by December.

Projects such as this are ambitious and sometimes taxing on the staff and doctors who have to tolerate some inconvenience throughout the works. Cooperation of all staff involved has been exceptional which has resulted in minimal frustration and a smooth building project.

Vimy Private Hospital

The renovation of the ward area at Vimy Private is underway with 18 beds now completed and being used by overnight patients. A further eight single rooms will become available in September bringing the total renovated area to 26 beds. The next stage of works will be the installation of the main nurses' station and the carpeting of the remaining corridor areas. The remaining bed areas will be renovated next year.

Mr Martin Day,
Chief Executive Officer,
St Vincents & Mercy Private Hospital Melbourne



Prof Wayne Morrison working to assist a young Nepalese woman.

Our performance

St Vincent's Hospital Melbourne

The year past has been a most exciting one for St Vincent's Hospital Melbourne with a number of national and international firsts. The continuing work of our staff in bringing our mission to life is evident in the care provided each day to our patients and the commitment to find new and innovative ways of responding to the needs of those we serve.

New cancer centre

In February Archbishop Denis Hart led a Mass to mark the commencement of the clinical year and the opening of Stage 1 of the St Vincent's Cancer Centre.

The celebration was attended by Victorian Parliamentary Secretary for Health Nick Wakeling, Sisters of Charity, St Vincent's Health Australia Board members, donors, and the broader St Vincent's family. We acknowledged with thanks the work of the Cancer Centre Appeal Committee, who have raised \$4.4 million to date.

St Vincent's is now in a position to offer the highest quality care in a state-of-the-art home-like environment that emphasises patient comfort and privacy.

Our cancer service has always been synonymous with quality, best practice care delivered with compassion and attention to the needs of the whole person. With the opening of Stage 1 we have taken the next exciting step in caring for people with cancer.

The centre doubles the number of patients St Vincent's is able to care for and brings all of our day oncology services under one roof, including medical oncology, haematology, palliative care and psychosocial oncology. We have also taken the opportunity to review the way we provide our care in order to improve the service from the patient's perspective.

St Vincent's is now in a position to offer the highest quality care in a state-of-the-art home-like environment that emphasises patient comfort and privacy. The centre boasts a number of features designed to help minimise anxiety at a stressful time – a light-filled space with an internal garden provides a lovely outlook for patients receiving treatment and there are facilities for quiet contemplation and supportive counselling. A state of the art multidisciplinary meeting room can host more than 25 multidisciplinary meetings each month.

St Vincent's Cancer Centre is a two stage project with an estimated total cost of \$14.8 million. Stage 1 is the Patient Care Centre and was developed at a cost of just under \$10 million. Philanthropy plays an important role in the project, with a goal of \$7.2 million from donations and community support. St Vincent's is contributing from its reserves and seeking government support to complete Stage 2, the Clinical Research Centre.



Australia's first hand transplant recipient Mr Peter 'Plumber' Walsh.
Photo courtesy of the *Herald Sun*.

Australia's first hand transplant

On 22 March 2011 St Vincent's performed Australia's first hand transplant, for 65 year old Cobden man Mr Peter 'Plumber' Walsh.

The 10-hour surgery was led by a surgical team of eight surgeons, supported by a large team of nurses, anaesthetists, registrars and technicians. Our nephrology and immunology teams collaborated with colleagues across the world to develop the most appropriate protocol to protect against rejection and minimise adverse side effects from the drug regime Mr Walsh will need to maintain for the rest of his life.

Our anaesthetists, nursing, pathology, pharmacy, imaging, hand therapy and mental health teams have all been essential in making this transplant a success and giving Mr Walsh the best possible chance of maintaining function in his hand. The transplant would not have been possible without the advice and support of DonatLife in Victoria and an act of courage from the grieving family that consented to donate.

Mr Walsh has made excellent progress since the surgery thanks to his own determination and motivation, along with close monitoring and daily hand therapy.

In 2010 St Vincent's became the first hospital in the world to implant a new trial device designed to give people with epilepsy early warning of a seizure.

World first in epilepsy management

In 2010 St Vincent's became the first hospital in the world to implant a new trial device designed to give people with epilepsy early warning of a seizure.

In a three-hour operation led by Assoc Prof Michael Murphy, 26 year old Jason Dent became the first person in the world to have the Neurovista Seizure Advisory System surgically implanted as part of a two year clinical trial. The system works by placing a series of electrodes across the surface of the brain to constantly monitor electrical activity. A pacemaker-like device implanted in the chest takes this information and calculates the risk of a seizure, sending a risk rating to a wireless personal advisory device the patient carries, much like a pager.

As part of the trial, St Vincent's has now implanted the device in six patients and, based on promising results to date, is hoping to expand the trial.

Breakthrough in lung cancer

In late 2010 St Vincent's researchers, together with their research colleagues in Germany, announced a major breakthrough in the fight against lung cancer.

The team found that 25 per cent of patients with squamous cell lung cancers have many copies of the FGFR-1 gene (Fibroblastic Growth Factor-1) and this makes a tumour continuously multiply and grow – making it 'immortal'. While most people have two copies of this gene, patients with this particular cancer typically have 10–15 copies.

St Vincent's has recently been awarded a Victorian Government New Technology grant that will enable us to offer the procedure to around 200 new patients.

The discovery has paved the way for clinical trials of two drugs, already in existence but until now not identified as having a clinical application. St Vincent's is also perfecting a method for early and accurate identification of patients with the faulty gene.

Benefits of renal denervation proven

Hyperactive nerves around the kidneys that fuel dangerously high blood pressure can now be 'switched off' thanks to a new non-invasive catheter-based system that delivers radio waves to disrupt nerve impulses.

St Vincent's was the first of just 24 centres worldwide selected to participate in the trial. St Vincent's conducted the first human trial cases worldwide and in November 2010 completed the first two cases since the system received approval from the Australian Therapeutic Goods Administration.

St Vincent's has recently been awarded a Victorian Government New Technology grant that will enable us to offer the procedure to around 200 new patients.

St Vincent's Rapid Access Centre

In 2010–11 St Vincent's continued to promote its \$98 million proposal for a Rapid Access Centre for surgery and produced a Health Strategic Assessment for the Victorian Government. This innovative concept will provide an opportunity for patients to receive a surgical or medical consultation, diagnostics and procedure, and return home on the same day.

It is proposed that the Rapid Access Centre will:

- Support primary care by providing faster standardised access to specialised services;
- Transform the access points by which patients enter and interact with the healthcare system and St Vincent's;
- Provide an organised, efficient and streamlined patient-focused care delivery system;
- Develop a dynamic care team approach that manages patients based on standardised procedures;
- Equip and educate patients to self-manage aspects of their own healthcare, relieving some of the reliance on healthcare specialists and resources; and
- Accelerate patient care through provision of diagnostics on day of consultation.

Aikenhead Centre for Medical Discovery

In 2010–11 St Vincent's began developing the research strategy and revising the business case for the Aikenhead Centre for Medical Discovery (ACMD), a partnership of St Vincent's Melbourne, the University of Melbourne, St Vincent's Institute, the O'Brien Institute, the Bionics Institute and the Australian Catholic University.

The partners are excited by the potential for the ACMD to be a truly outstanding Academic Health Research Centre that delivers significant health outcomes for patients and economic benefits to Victoria and Australia. It will form an integral part of the Eastern Hill Precinct, right on the doorstep of Melbourne's central business district.

What makes the ACMD concept unique is its focus on bioengineering research, a field which is poised to deliver many of the great medical advances of the 21st century. The ACMD will bring scientists, clinicians and engineers together like never before to create Australia's premier bioengineering research and education centre.

Research outcomes will directly address Australia's National Health Priorities to reduce the escalating cost of healthcare while enabling Australians to 'Live Better for Longer'.

Prof Patricia O'Rourke,
Chief Executive Officer,
St Vincent's Melbourne

accident & emergency
department presentations

109,391



Our performance

St Vincents & Mater Health Sydney

Change is in the air

The past twelve months have been a watershed period for St Vincents & Mater Health Sydney. Following the changes implemented as part of the federal government's national health reform, St Vincents & Mater Health Sydney in partnership with NSW Health established in January 2011 the St Vincent's Health Network comprising St Vincent's Hospital, Sacred Heart Hospice and St Joseph's Hospital. This change in governance is highly significant as it provides a simplified management and operational structure at a regional level.

Furthermore, the establishment of St Vincent's as a specialty local health network complements the governance changes within St Vincent's Health Australia. This has already seen some exciting opportunities present as a united group, particularly in relation to expanding our mission, creating an opportunity to become an undisputed leader in the provision of innovative, quality, compassionate health care across the Australian landscape. The changes at a group level also increase the potential for greater synergies between our public hospital, private hospital and aged care services.



Our volunteers and community supporters bring our mission to life.

Mission and leadership in action

St Vincents & Mater Health Sydney was particularly delighted when Paul Esplin, a Registered Nurse with the St Vincent's Hospital Homeless Health Outreach team, was awarded Nurse of the Year at the 2011 HESTA Australian Nursing Awards in Melbourne. Paul has spent the last four years looking after the homeless people of Sydney. His clients are rough sleepers in the inner city, many living with severe mental illness, developmental delay, intellectual disability, drug and alcohol addiction or social isolation.

In another major acknowledgment, Australian Catholic University health sciences honours student, Asmara Jammali-Blasi was awarded an ACU University Medal for her honours thesis, the first time a nurse has received the honour. Ms Jammali-Blasi undertook research into stroke outcomes for patients as part of her thesis at St Vincent's Hospital, completed through the ACU Faculty of Health Sciences Student Support Scheme. The scheme enables students to complete their honours research two days per week at the St Vincents & Mater Health Sydney/ACU Nursing Research Institute and work in the hospital for the remaining three days per week.

We were also delighted that Mr Greg Poche was awarded the 2010 Macquarie Group Foundation *Great Australian Philanthropy Award* following his nomination by the Mater Hospital. The highly prestigious award recognises and encourages personal philanthropic donations to support health and medical research. The award was presented at the Research Australia Awards ceremony held at NSW Government House in November 2010.

The past twelve months have been a watershed period for St Vincents & Mater Health Sydney.

Advancing clinical care

Clinically St Vincent's continues to make major inroads in pioneering new treatments to improve patient outcomes. One area where St Vincent's has become an international leader is in the development of heart and lung mechanical assist devices. St Vincent's recently performed the southern hemisphere's first Total Artificial Heart transplant. With little government funding available, it was the Curran Foundation who raised \$2.6 million to finance our artificial heart endeavours.

In 2010 St Vincent's opened the O'Brien Centre, Australia's first facility to integrate community and mental health with drug and alcohol services. The 20-bed unit will address the gap in services for those with early onset psychosis or major mood disorders such as depression or bi-polar disorder. The development of the centre was inspired by the hospital's mission to care for those with mental illness and acknowledge that for many people journeying with mental illness it is often a silent and misunderstood reality.

In response to the same mission imperative, St Vincent's has instituted its Homeless Health Framework. This model brings together several departments to provide an integrated and cohesive model of care. Located in an area with Australia's highest concentration of homeless people, St Vincent's provides community outreach in streets, parks and general community settings. The traditional design of health service provision often results in a fragmented approach to care, with limited integration between specialties.

St Vincent's has identified several opportunities to improve access to a wider range of services, as well as better ways to deliver cohesive, multi-speciality care coordination. This will result in a range of services tailored to meet the health needs of individuals.

St Vincent's has also been allocated responsibility for two projects arising from the NSW and federal governments' National Partnership Agreement on Homelessness, including:

- Coordinated exit planning for the emergency department to provide sustainable support and care pathways from the hospital to community; and
- Way2Home: Assertive Outreach Health Team. This is a multi-speciality team providing outreach health services to chronically homeless people in the City of Sydney. Way2Home is a collaboration between NSW Health, Housing NSW and the City of Sydney Council, comprising a health outreach team and an Assertive Outreach Support Team. The team will provide housing and other psychosocial support to clients seeking sustainable exits from homelessness.

Reconciliation in action

Guided by the Reconciliation Action Plan developed by St Vincent's Health Australia, St Vincents & Mater Health has initiated specific programs to foster and support equity and access to healthcare among Aboriginal and Torres Strait Islander communities.

Many initiatives are already under way, while others – including executive shadowing for students in senior school years, and a mentor program for the first 12 months of employment – are soon to be finalised. Some of the projects include:

- A collaboration with Redfern Aboriginal Medical Service to provide a fortnightly orthopaedic specialist clinic offering a wide range of musculoskeletal services
- An association with Pius X Aboriginal Corporation for the past eight years where the St Vincent's Ear, Nose and Throat team has operated an Aboriginal outreach clinic in Moree. Taking place every six weeks, the clinic assists in the prevention and management of ear disease, particularly among children
- Connections, an Aboriginal women's art therapy program that has united over 150 female mental health consumers
- A partnership with the Aboriginal Mental Health Service which cares for Indigenous clients in the inner city and is bridging the gap between government and community with outreach partners including the Mission team
- The provision of a nursing cadetship by St Vincent's Private Hospital which supports students undertaking a Bachelor of Nursing degree
- The establishment of a cardiology clinic by St Vincent's Clinic in conjunction with Condobolin Aboriginal Health Service. A separate initiative has seen the establishment of a renal clinic in the Torres Strait
- The provision of an online cultural orientation program for all staff that can be accessed through clinical workstations. Accredited by the Royal College of Nursing Australia, the program looks at cultural perceptions of Indigenous people and is designed to create a better understanding of the needs of Aboriginal and Torres Strait Islander patients.



Delivering safe, quality healthcare.

New directions in research

Through the St Vincent's Research Precinct, St Vincent's continues to develop novel diagnostic, treatment and prevention strategies to improve the prevention and management of disease. One of several recent research breakthroughs includes the identification of a cellular pathway that contributes to the inability of specific brain cells to proliferate and differentiate appropriately leading to compromised cell repair in people with multiple sclerosis.

The international team, led by Professor Bruce Brew, Director of Neurology at St Vincent's used adult stem cells from humans and mice to demonstrate that inhibiting a certain neural pathway can increase stem cell numbers and their ability to differentiate into other cells, thereby improving repair to previously damaged tissue.

Work also continues to progress on the construction of the \$120 million Kinghorn Cancer Centre – a partnership between St Vincent's and the Garvan Institute. Due to open in 2012, the centre will integrate world class cancer research with best practice, rapidly translating research findings to patient care.

The Mater Hospital was named the best provider of private maternity care in NSW following a major survey of thousands of Medibank Private patients.

Excellence in clinical care

St Vincent's Private Hospital has become Australia's only private hospital to attain Magnet recognition. An international and prestigious quality award, Magnet status recognises excellence in patient care services. Magnet recognition assures patients of exemplary care, exceptional and innovative nursing practice, and follows the proud tradition and mission established at St Vincent's by the Sisters of Charity.

The Magnet Recognition Program was developed by the American Nurses Credentialing Center to recognise health care organisations that provide nursing excellence. Feedback from the appraisers particularly commended the work of staff at St Vincent's Private Hospital in reaching out to the community as well as the ways in which the hospital recognises and rewards nursing staff and empowers them through involvement in decision making. The appraisers also highlighted work being undertaken in nursing-led research and practice development and the dissemination of results to internal and external stakeholders.

The Mater Hospital was named the best provider of private maternity care in NSW following a major survey of thousands of Medibank Private patients. The Medibank Private Maternity Experience Index evaluated the experiences of over 2,000 patients who have recently given birth in private hospitals across Australia, allowing parents to rate hospital performance, environment, staff and support throughout pregnancy, birth and early parenthood.

The Mater underwent a periodic review by the Australian Council on Healthcare Standards in June 2011 with excellent results. The report was overwhelmingly positive, with particular commendation for the Mater's services and systems, doctors, staff and volunteers. The Mater received 12 Excellent Achievement ratings, an increase from seven awarded in the previous survey.



Reaching out to all in need of care.

Improving care for people with cancer

The Patricia Ritchie Centre for Cancer Care and Research at the Mater was opened by Her Excellency Professor Marie Bashir, Governor of NSW. The centre brings together sophisticated patient care in a homelike and supportive environment, and also includes research and teaching facilities.

The centre, previously housed in a cottage next door to its new location in the restored Claverton building, has developed a unique 'home away from home' model of care for patients undergoing chemotherapy. The move to the larger facility has increased the centre's treatment capacity and its ability to conduct more clinical trials. The new centre will also accommodate more Sydney University academic positions and medical student training.

Continuing an outstanding tradition of care

2011 saw St Joseph's Hospital Auburn celebrate 125 years of service to the community. Staff past and present, volunteers and friends gathered in February 2011 to mark this great achievement. Coinciding with this milestone, 2011 also marks a 60 year commitment to St Joseph's by Mrs Marie Scollard; long-time St Joseph's staff member, board member and supporter who addressed the gathering. Noting the extraordinary leadership and influence of the Sisters of Charity who founded the hospital, Mrs Scollard also recalled the extraordinary service St Joseph's provided to the people of Sydney during two of its worst crises—the train collision at Berala in 1952 and the derailment at Granville in 1977.

New aged care services

St Joseph's Village, Auburn opened a new unit for people with dementia in late March. The Carinya Dementia Unit will enable St Joseph's to expand its dementia specific beds from ten to 18, creating a secure haven for members of the community to live in a caring and safe environment. Carinya is the Aboriginal name for 'home' and evokes a picture of a family dwelling place where love, care and respect for each member prevails. It is a place of bonding and helping, according to each person's needs.

St Joseph's also opened Bethany, a refurbished section of the hostel on the campus, to care for ten residents with high care needs. Bethany, a name chosen for its biblical origin, is the name of a village near Jerusalem, now known as the House of Lazarus. It has been described as remarkably beautiful, the perfection of retirement and repose, of seclusion and peace. The new facility enables residents, who would previously have been transferred to nursing homes, to remain at St Joseph's Village for a longer period of time, fulfilling their wishes and those of their families.

Mr Steven Rubic,
Chief Executive Officer,
St Vincents & Mater Health Sydney

Our performance

St Vincent's Health & Aged Care, Queensland

Response to the flood crisis

January and February 2011 presented a number of unprecedented challenges for the patients and staff of our Queensland health and aged care service with severe flooding in the Toowoomba and Brisbane regions. Tragically, some of the staff of our health service lost family and friends in the floods that hit Toowoomba, and other members of staff lost homes and all of their possessions.

The response to support the staff, patients and communities affected has been equally powerful. In conjunction with the Diocese of Toowoomba, St Vincent's Health & Aged Care assisted staff who lost their homes in gaining temporary accommodation and engaged the services of a Grief Counsellor to provide counselling to staff in need. Over 1,955 hours of paid leave has been offered to support staff. Pastoral Care staff led a drive for furniture and white goods to be donated to staff that lost these possessions.

The impact of the storms and flooding to the overall social and economic situation of the Darling Downs region, as well as Brisbane, has continued long after the waters have subsided. The damage to business, crops and livestock has created significant hardship in the Darling Downs region.

Sr Leone Wittmack RSC and Dr Tracey Batten visited Toowoomba in February to meet with the management team, staff and visiting medical officers, and to discuss the impacts of the floods on staff, the hospital and the broader community of Toowoomba. St Vincent's Toowoomba is one of the largest employers within the Darling Downs and so has an important role to play in supporting the community. Following discussion with the management team in Toowoomba, St Vincent's Health Australia made a donation of \$25,000 to the Toowoomba Disaster Appeal being administered by the Toowoomba Chamber of Commerce. This donation has been very well received by the staff and the broader community.

St Vincent's Brisbane Director of Clinical Services wins peak award

Ms Libbie Linley, Director of Clinical Services at St Vincent's Brisbane, was the recipient of the Chairman's Award for Outstanding Achievement by an Individual. Throughout the floods earlier this year, Libbie lived onsite in the hospital to ensure the patients received good care as some of her staff were unable to attend for duty. This meant that Libbie was not able to be with her family as her own home was threatened by the flood waters. Libbie is a quiet achiever who 'walks the talk' and achieves her goals through participation and communication.

Reconciliation in action

St Vincent's Toowoomba executive have been advised that at least one of their Indigenous horticultural trainees will be presented with an award for high achievement at graduation. As a major employer in this regional community, St Vincent's Toowoomba is very proud to have been involved with this program, and will consider future initiatives also aimed at furthering the skills of long-term unemployed Indigenous people in the region.

Caritas Care is also participating in a government-sponsored program to assist young Indigenous people to obtain their Certificate III in Aged Care. The program, run in association with an organisation called Recall, also provides cultural awareness training in each of the facilities to staff and team leaders and helped to monitor and mentor the students for a 26-week period. Currently, there are four students participating but Caritas Care has experienced such an overwhelming success, they hope to continue and grow the program.



Sarah Bowhay, right, is currently in her first semester of a Registered Nursing Degree at the University of Southern Queensland.

Regional scholarship for local student

Sarah Bowhay studied a school-based Traineeship (Certificate III in Health Services Assistance) through St Vincent's Toowoomba whilst attending Fairholme College as a senior in 2010. Having applied through the Queensland Tertiary Admissions Centre to university, she not only received early acceptance into a nursing degree at University of Southern Queensland, but was awarded one of the Australian College of Nursing Rural and Regional Scholarships for \$30,000 over the course of her three years of study.

Sarah is currently in her first semester of a Registered Nursing Degree at the University of Southern Queensland and is now employed as a casual Assistant in Nursing at St Vincent's Toowoomba. Given that the hospital does not usually employ Assistants in Nursing until they have completed their second year clinical placement, Sarah is convinced that her early employment opportunity is due solely to the experience she received during her school-based traineeship and the fact that staff at St Vincent's Toowoomba were confident in her display of basic clinical skills.

New beginnings

St Vincent's Brisbane recently admitted their first neurosciences patient as they move to establish the Neurosciences Assessment & Rehabilitation Unit at the hospital.

Many patients with disorders of the brain have not been well catered for in general hospitals, often being placed in non-specialist medical or psychiatric wards where their disability or illness is not fully understood. As such, St Vincent's Brisbane has embarked on a journey under the leadership of Neuropsychiatrist Professor Harry McConnell working with Neurologist Dr Jia Tho in establishing a service that will provide an integrated multidisciplinary model of care for those with complex neuro-disabilities and neuropsychiatric disorders, including epilepsy, post-stroke, movement and acquired and developmental disorders. Young adults will also be well catered for within this new program.

People in rural and regional areas across Australia will also be able to access this integrated service for neurological disorders with consultation via telemedicine where they will have consultations with both the medical specialists involved at the hospital as well as the nursing and allied health professionals who constitute the team working within this unit.

Education evenings

St Vincent's Brisbane has been using video link to connect with colleagues in the United Kingdom and around Australia, showcasing the current and new clinical services available.

Eminent Geriatricians Dr Nick John and Dr Pia Iacovella presented case studies on geriatric issues relevant to general practice. Dr Nick John recently joined St Vincent's Brisbane having worked most recently in the United Kingdom.

Recently some of Brisbane's leading consultant neurologists attended St Vincent's Brisbane to participate in an evening of education with Professor Shorvon from the University College London's Institute of Neurology, Queen Square who presented via video link. St Vincent's Brisbane staff and the attending neurologists were very fortunate to hear Prof Shorvon present and share his wealth of knowledge.

New \$4.9 million medical training facility

An innovative clinical school providing multidisciplinary training for undergraduate doctors, nurses and physician assistants will be built at Holy Spirit Northside, thanks to a \$4.9 million grant from the Australian Government. The new multidisciplinary clinical school will increase the hospital's clinical training capacity for undergraduate students and increase the academic support available to students. The grant will deliver teaching space and a range of simulation equipment to enable students to undertake clinical and academic training outside clinical settings. Facilities will also enable students to watch procedures in the operating theatres via audio-visual equipment. The University of Queensland, the Australian Catholic University and the Brisbane North Institute of TAFE will be partners in the new clinical school.

Live online streaming of procedures

Holy Spirit Northside surgeon Dr Andrew Stevenson performed a procedure watched by more than 20,000 doctors worldwide thanks to live online streaming.

A colorectal surgeon, Dr Stevenson performed a laparoscopic colorectal procedure watched in real time by 3,000 surgeons attending the 22nd Digestive Apparatus Surgery Conference in Rome. A further 20,000 doctors were linked worldwide via online streaming.

Approximately 95 per cent of the major colorectal surgical work performed at Holy Spirit Northside is via keyhole surgery. The emergence of this minimally invasive surgery which has been pioneered in Brisbane since 1991, and which Dr Stevenson and his colleague Dr David Clark have expertly embraced, results in shorter hospital stays, a faster recovery period and less pain.

This live telesurgery and link, broadcasting from Holy Spirit Northside to the major surgical conference in Rome, represents a major advance for surgery and brings to Holy Spirit Northside an opportunity to highlight the surgical advances that are being made by colorectal surgeons in north Brisbane.

Surgeon Dr Andrew Stevenson performed a procedure watched by more than 20,000 doctors worldwide.

Ten years of excellence in care at Holy Spirit Northside

When Holy Spirit Northside first opened in 2001 it had 90 beds open and six of the eight operating suites in use. Since then, the hospital's facilities have evolved to meet the emerging trends in the provision of private healthcare. Holy Spirit Northside now has 195 beds, a 15-bed intensive care unit, upgraded cardiac catheter laboratories and operating suites as well as new purpose built consulting suites. An additional 30 beds, 17 chair day oncology unit, more consulting suites and the clinical education centre are all scheduled to open between now and the end of 2012.

Given the world leading treatment and care that is administered in this relatively small but clinically complex hospital, it is imperative that our consultants are supported by the provision of technological resources to enhance the advanced surgical and medical platform offered.

The tenth anniversary of Holy Spirit Northside is a significant event for not only staff (many of whom have been with the hospital since opening), consultants and the Holy Spirit Northside community, but also for the two religious congregations – the Sisters of Charity and the Holy Spirit Missionary Sisters – who had the vision to build this premier health facility in Chermside.

Mr John Leahy,
Chief Executive Officer,
St Vincent's Health & Aged Care

Our services

Overview of facilities by region and type

	Public Acute Hospitals	Private Acute Hospitals	Sub Acute Facilities	Aged Care Facilities	Total
Queensland Region					
		St Vincent's Toowoomba	St Vincent's Brisbane	Caritas Care comprising:	10
		Holy Spirit Northside ¹		Enoggera	
				Gympie	
				Mitchelton	
				Rainworth	
				Toowoomba ²	
				Southport ³	
				Kangaroo Point	
Sydney Region					
	St Vincent's Sydney	Mater North Sydney	Sacred Heart Hospice	St Joseph's Village	7
		St Vincent's Private ²	St Joseph's Hospital	Stella Maris ²	(3/4)
Melbourne Public Region					
	St Vincent's Melbourne		St George's Health	St George's - Riverside House	7
			Caritas Christi	St George's - Auburn House	
				St George's - Cambridge House	
				Prague House	
Melbourne Private Region					
		St Vincent's Private			3
		Mercy Private			
		Vimy Private			
Total	2	7	5	13	27
Public/Private			(4/1)	(4/9)	(10/17)

¹ Joint venture with the Holy Spirit Missionary Sisters

² Managed by St Vincent's Health Australia

³ Subsequent to 30 June 2011 now owned and operated by St Vincent's Health Australia




Aged care
1,069 beds

Aged care
13 facilities

Our services

Overview of facilities by services provided

	Facility	Public/ Private	Location	Role	Beds
Sydney					
Acute Care	St Vincent's Hospital Sydney	Public	Darlinghurst	A full service acute teaching public hospital, with 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.	352 beds comprising: 130 surgical, 164 medical, 16 ICU and 42 mental health beds
	St Vincent's Private Hospital⁴	Private	Darlinghurst	A full service private acute hospital, providing a wide range of general and specialist medical and surgical services. A leader in areas including cardiac care, cancer, neurosurgery, orthopaedics, head, neck and reconstructive surgery, urology laser, laparoscopic and robotic surgery. A teaching hospital of UNSW, Notre Dame, University of Tasmania and Australian Catholic University. St Vincent's Private Hospital co-located with both St Vincent's Clinic and St Vincent's Public Hospital.	250 beds, 13 operating theatres (including 8 main and 5 day surgery operating theatres) and 2 interventional labs
	The Mater Hospital	Private	North Sydney	A full service private acute hospital, providing a wide range of general and specialist medical and surgical services. The Mater 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. The Mater also provides a number of day only programs for patients. A teaching facility of the University of Sydney. Mater North Sydney is co-located with Mater Clinic and Poche Centre (Melanoma Institute Australia).	214 beds comprising: 202 inpatient acute beds and 14 sub acute inpatient rehabilitation beds, with 9 operating theatres, 2 interventional labs and 6 delivery suites. There is also a dedicated endoscopic procedure room
 Sydney 1,120 beds					
Sub Acute Care	St Joseph's Hospital	Public	Auburn	A publicly funded sub acute facility, 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.	66 beds comprising: 30 rehabilitation, 15 psychogeriatric, 21 palliative care
	Sacred Heart Centre	Public	Darlinghurst	A publicly funded sub acute facility, co-located with St Vincent's Hospital. It is one of Australia's largest and leading palliative care and rehabilitation providers and offers inpatient and outpatient services. It 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).	68 beds comprising: 27 rehabilitation, 2 psychogeriatric, 39 palliative care
Aged Care	St Joseph's Village	Private	Auburn	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 St Vincent's Health Australia on the Auburn Campus.	88 hostel beds, 27 self care apartments, 35 community aged care packages
	Stella Maris Aged Care⁵	Private	Cronulla	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 Vincents & Mater Health Sydney.	27 high care hostel beds and 28 low care hostel beds

⁴ Managed by St Vincent's Health Australia

⁵ Subsequent to 30 June 2011 now managed by St Vincent's Health Australia

	Facility	Public/ Private	Location	Role	Beds
Melbourne					
Acute Care	St Vincent's Hospital	Public	Fitzroy	St Vincent's is one of five A1 tertiary hospitals in Melbourne. It provides general medical, general surgical, specialist medical, specialist surgical, state-wide services, extensive training and research and also operates an area mental health service for northern and eastern corridors, has extensive networks with rural and regional Victoria and is a major provider of correctional health services. It owns and operates a private pathology network, private radiology services, general practice services, dialysis and BreastScreen satellite sites.	511 beds
	St Vincent's Private Hospital	Private	Fitzroy	A full service private hospital, and a leading provider of private cardiovascular, neurosciences and maternity and gynaecology services in Melbourne. It also provides orthopaedic care, 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.	230 beds
	Mercy Private Hospital	Private	East Melbourne	A leader in orthopaedic care. Other key specialities include ear, nose and throat care, urology, ophthalmology, plastic reconstructive surgery, medical oncology, haematology and paediatric care.	150 beds
	Vimy Private Hospital	Private	Kew	Vimy Private primarily provides orthopaedic services and has the potential to expand sports medicine and acute surgical services, particularly ear nose and throat, ophthalmology, maxillofacial, and reconstructive plastic surgery.	40 beds
Sub Acute Care	St George's Health Service	Public	Kew	St George's Health Service is integral to St Vincent's Fitzroy's operation, acting as a recipient of onward referrals. It 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.	117 beds
	Caritas Christi Hospice	Public	Kew and Fitzroy	Caritas Christi Hospice provides palliative care, aged care services, home care, allied health services, and bereavement support across two inner Melbourne campuses, Kew and Fitzroy.	28 beds along with a day hospice
Aged Care	St George's Health Service	Public	Cambridge House - Collingwood, Auburn House - Hawthorn, Riverside House - Richmond	A suite of three small, publicly funded residential aged care facilities providing comprehensive aged care service, including inpatient care, evaluation and management, residential aged care, rehabilitation, acute psychiatry, dementia, as well as a broad range of community based assessment and treatment services.	90 beds (30 beds at each site)
	Prague House	Public	Kew	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.	45 beds



Melbourne
1,211 beds

	Facility	Public/ Private	Location	Role	Beds
Queensland					
Acute Care	Holy Spirit Northside⁶	Private	Chermside, Brisbane	Holy Spirit Northside is a high acuity tertiary facility providing specialist surgery, cardiac, orthopaedic, vascular, neurology, ENT, maxillofacial; oncology, day surgery, general medicine and emergency medicine.	195 beds, 8 operating theatres, 10 bed acute care cardiac unit, 2 cardiac catheter labs, day procedure and endoscopy unit, day oncology service
	St Vincent's Hospital Toowoomba	Private	Scott Street, Toowoomba	An acute medical surgical hospital: general surgery, specialist surgery: orthopaedic, vascular, and ENT; urology, gynaecology, obstetrics, oncology, general medicine and emergency medicine.	173 beds
Sub Acute Care	St Vincent's Hospital Brisbane	Private	Kangaroo Point, Brisbane	A private sub acute medical facility that provides rehabilitation, palliative care, interim aged care and inpatient transitional care, geriatric medicine, acute medicine, pain management and home palliative care.	147 beds



Queensland
1,279 beds

Aged Care	Caritas Care comprising:				
	Magdalene Court Retirement Village, St John the Baptist Retirement Community, Oxford Park Independent Living Units, Lourdes⁷, Villa La Salle Retirement Village⁸, St Paul's Villa, St Patrick's Villa, Marycrest Hostel, St Joseph's Villa Hostel, Lilian Cooper Nursing Home, Madonna Villa Nursing Home	Private	Bardon, Enoggera, Mitchelton, Southport	Independent Living Units	212 beds
		Private	Bardon, Gympie, Kangaroo Point, Mitchelton, Southport, Toowoomba	Low Care Nursing Home Beds	386 beds
		Private	Kangaroo Point, Mitchelton, Toowoomba	High Care Nursing Home	166 beds
		Private	Bardon, Enoggera, Mitchelton, Southport, Toowoomba	Community Aged Care Packages	115
		Private	Gympie, Kangaroo Point, Mitchelton, Oxford Park, Toowoomba	Extended Aged Care at Home (EACH) Packages	50
		Private	Mitchelton	Extended Aged Care at Home – Dementia (EACH D) Packages	5

⁶ Joint venture with the Holy Spirit Missionary Sisters

⁷ Managed by St Vincent's Health Australia on behalf of the Diocese of Toowoomba

⁸ Subsequent to 30 June 2011 now owned and operated by St Vincent's Health Australia

Our services

Overview of activity – acute and sub acute

Activity FY2011 as at 30 June	Separations	Outpatient Occurrences of Service	Accident & Emergency Department Presentations	Births	Theatre Procedures	Cardiac Catheters	Scopes	Beds [^]	Aged Care Packages ^{^^}	FTE	Headcount
New South Wales											
St Vincent's Public Hospital Sydney	38,456	509,827	40,390		7,749	1,489	3,872	352		2,416	3,316
St Vincent's Private Hospital Sydney	22,517				17,573	2,458		250		773	1,398
Mater Hospital	27,802			2,377	13,301	1,277	3,427	214		553	921
Sacred Heart Hospice Sydney	1,193							68		193	235
St Joseph's Hospital Auburn	842	27,040						66		220	270
St Joseph's Village	33							115	35	63	69
Stella Maris Aged Care⁹								55			
Victoria											
St Vincent's Hospital Melbourne	55,652	240,888	41,119		11,323	2,353	4,096	511		3,741	5,622
St George's Health Service – sub acute¹⁰	1,226							117			
Caritas Christi Hospice¹¹	432							28			
St George's Health Service – aged care¹²								90			
Prague House¹³	2							45			
St Vincent's Private	31,347			3,015	14,223	3,366		230		624	883
Mercy Private	18,913				15,511			150		356	504
Vimy Private	6,294				3,671			40		80	113
Queensland											
Holy Spirit Northside¹⁴	23,183		11,585		9,491	2,203	5,103	195		506	834
St Vincent's Hospital Brisbane	1,682							147		187	335
St Vincent's Hospital Toowoomba	16,757		16,297	1,151	6,752		4,061	173		344	587
Caritas Christi Aged Care¹⁵	217							764	170	462	606
Total	246,548	777,755	109,391	6,543	99,594	13,146	20,559	3,610	205	10,518	15,693

⁹ Stella Maris Aged Care. Owned by Sisters of Mercy Parramatta, managed by SVHA since July 2011

¹⁰ St George's Health Service – sub acute. Some activity reported as part of SVHM

¹¹ Caritas Christi Hospice. Some activity reported as part of SVHM

¹² St George's – aged care. Some activity reported as part of SVHM

¹³ Prague House. Some activity reported as part of SVHM

¹⁴ Holy Spirit Northside. Joint venture with the Holy Spirit Missionary Sisters

¹⁵ Caritas Christi Aged Care. Includes two facilities owned by partners, managed by SVHA

[^] Beds. Aged care beds include hostels, high care, low care, ILUs and serviced apartments

^{^^} Packages. Packages include CACPs, EACH, EACH D

Our structure

St Vincent's Health Australia Governance and Group Office structure

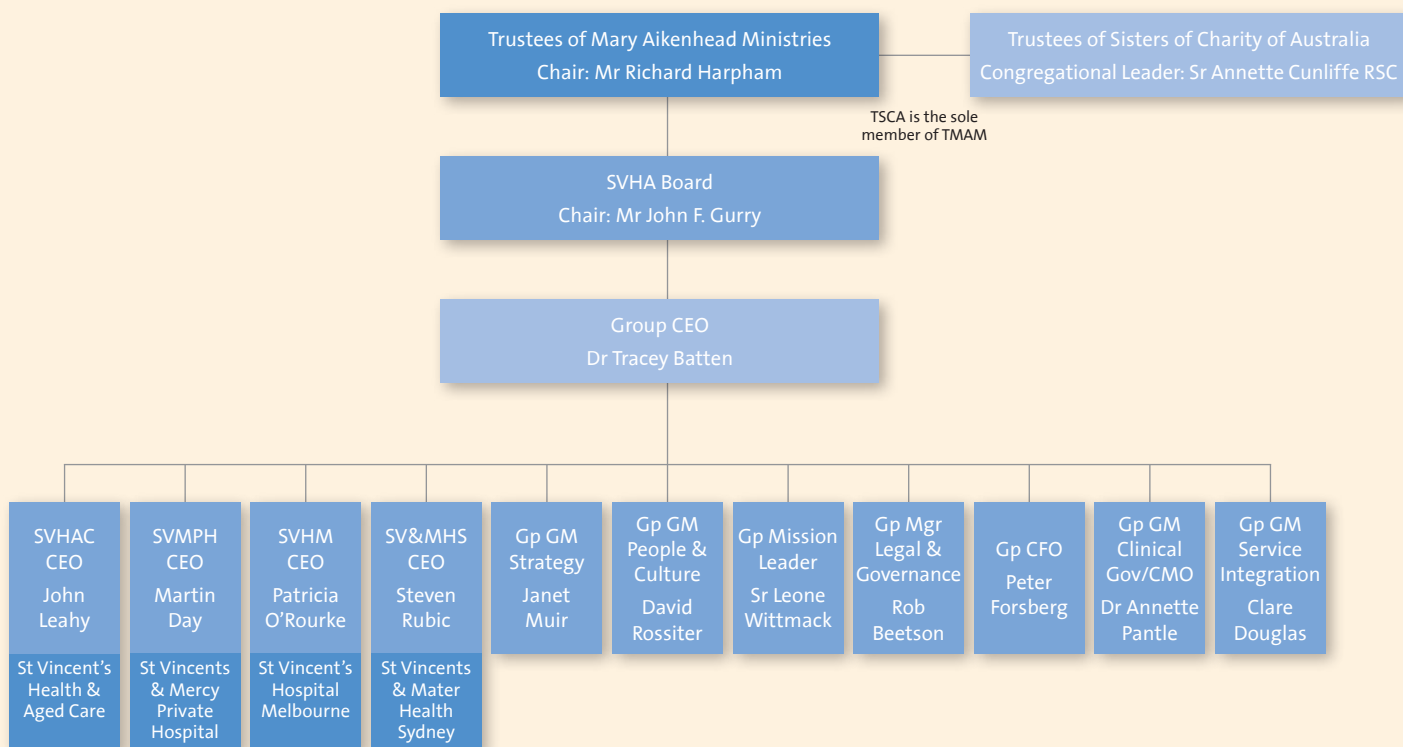


Figure 1: SVHA Governance structure



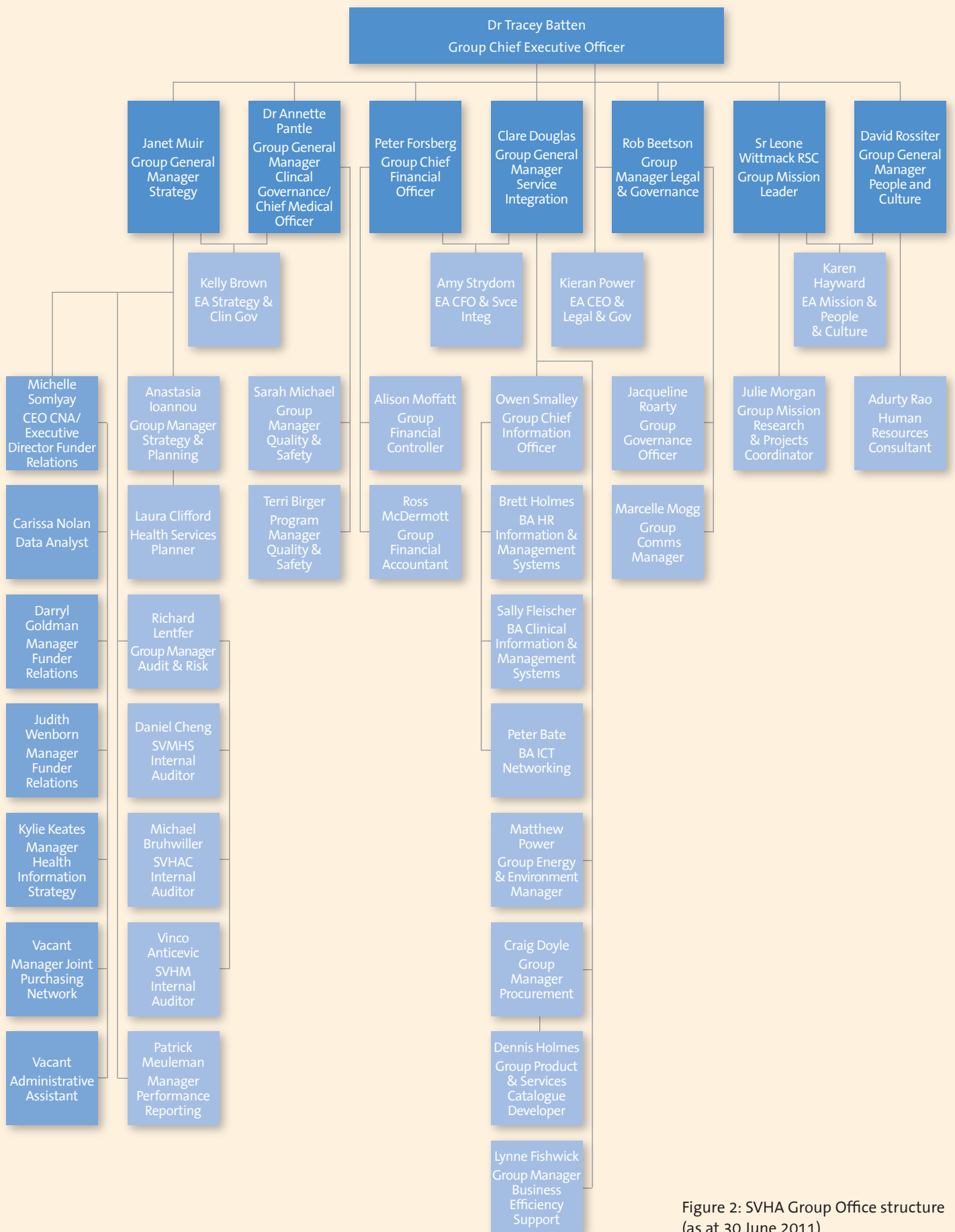


Figure 2: SVHA Group Office structure (as at 30 June 2011)

Our contacts

Group Office

St Vincent's Health Australia
Level 1, 75 Grafton Street
Bondi Junction NSW 2022
Tel 02 9367 1100
Fax 02 9367 1199
www.svha.org.au

New South Wales

St Vincents & Mater Health Sydney
Level 4, 406 Victoria Street
Darlinghurst NSW 2010
Tel 02 8382 7171
Fax 02 8382 7172
www.svmhs.com.au

St Vincent's Hospital Sydney
390 Victoria Street
Darlinghurst NSW 2010
Tel 02 8382 1111
Fax 02 9332 4142

Sacred Heart Hospice
170 Darlinghurst Road
Darlinghurst NSW 2010
Tel 02 8382 9444
Fax 02 8382 9518

St Vincent's Private Hospital
406 Victoria Street
Darlinghurst NSW 2010
Tel 02 8382 7111
Fax 02 8382 7234

The Mater Hospital
Rocklands Road
North Sydney NSW 2060
Tel 02 9900 7300
Fax 02 9959 4110

St Joseph's Hospital
Normanby Road
Auburn NSW 2144
Tel 02 9649 8941
Fax 02 9649 7092

St Joseph's Village
21 Alice Street
Auburn NSW 2144
Tel 02 9649 6699
Fax 02 9649 9614

Stella Maris Aged Care
6 Coast Avenue
Cronulla NSW 2230
Tel 02 8522 1200

St Vincent's Clinic
438 Victoria Street
Darlinghurst NSW 2010
Tel 02 8382 6222
Fax 02 8382 6402

Garvan Institute of Medical Research
384 Victoria Street
Darlinghurst NSW 2010
Tel 02 9295 8100
Fax 02 9295 8101
www.garvan.org.au

Victor Chang Cardiac Research Institute
Level 6, 384 Victoria Street
Darlinghurst NSW 2010
Tel 02 9295 8500
Fax 02 9295 8501
www.victorchang.edu.au

Victoria

St Vincent's Hospital Melbourne
41 Victoria Parade
Fitzroy VIC 3065
Tel 03 9288 2211
Fax 03 9288 3399

St George's Health Service
283 Cotham Road
Kew VIC 3101
Tel 03 9272 0444
Fax 03 9817 5325

Prague House
253 Cotham Road
Kew VIC 3101
Tel 03 9816 0600
Fax 03 9817 5325

Caritas Christi Hospice – Kew campus
104 Studley Park Road
Kew VIC 3101
Tel 03 9853 2344
Fax 03 9853 1509

Caritas Christi Hospice – Fitzroy campus
41 Victoria Parade
Fitzroy VIC 3065
Tel 03 9288 4697
Fax 03 9288 4696

St Vincent's Institute
9 Princes Street
Fitzroy VIC 3065
Tel 03 9288 2480
Fax 03 9416 2676
www.svi.edu.au

O'Brien Institute
42 Fitzroy Street
Fitzroy VIC 3065
Tel 03 9288 4018
Fax 03 9416 0926
www.bobim.org

St Vincents & Mercy Private Hospital
59 Victoria Parade
Fitzroy VIC 3065
Tel 03 9411 7111
Fax 03 9419 6582
www.stvincentsmercy.com.au

Mercy Private Hospital
159 Grey Street
East Melbourne VIC 3002
Tel 03 9928 6555
Fax 03 9928 6444

St Vincent's Private Hospital
59 Victoria Parade
Fitzroy VIC 3065
Tel 03 9411 7111
Fax 03 9419 6582

Vimy Private Hospital
5 Studley Avenue
Kew VIC 3101
Tel 03 9851 8888
Fax 03 9853 1415

Queensland

St Vincent's Health & Aged Care
48 Montpelier Road
Bowen Hills QLD 4006
Tel 07 3326 3739
Fax 07 3326 3782
www.svhac.org.au

St Vincent's Hospital Brisbane
411 Main Street
Kangaroo Point QLD 4169
Tel 07 3240 1111
Fax 07 3891 2066

St Vincent's Hospital Toowoomba
Scott Street
Toowoomba QLD 4350
Tel 07 4690 4000
Fax 07 4690 4400

The Holy Spirit Northside Private Hospital
A joint venture with the Holy Spirit Missionary Sisters
627 Rode Road
Chermside QLD 4032
Tel 07 3326 3000
Fax 07 3326 3100

Caritas Care
35 Cambridge Street
Red Hill QLD 4059
Tel 07 3355 8151
Fax 07 3367 3336

Marycrest Retirement Centre and Lilian Cooper Nursing Home
411 Main Street
Kangaroo Point QLD 4169
Tel 07 3240 1268
Fax 07 3391 3449

Oxford Park Retirement Village, St Joseph's Villa and Madonna Villa Nursing Home
46 Church Road
Mitchelton QLD 4053
Tel 07 3355 8100
Fax 07 3355 3418

St Paul's Villa and Magdalene Court Retirement Community
59 Main Avenue
Bardon QLD 4053
Tel 07 3371 8933
Fax 07 3371 7110

St John the Baptist Retirement Community
133 South Pine Road
Enoggera QLD 4051
Tel 07 3855 2252
Fax 07 3855 2317

St Patrick's Villa
Cnr Calton Hill Road and Bligh Street
Gympie QLD 4570
Tel 07 5482 9144
Fax 07 5482 9114



Credits

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