

StV

*St Vincent's Health
Australia*

Annual Report 2011-12
*Pioneering spirit,
Compassionate care*



MARY
AIKENHEAD
MINISTRIES

249,489

total number
of inpatients



Acknowledgement

St Vincent's Health Australia commits to work with our Aboriginal and Torres Strait Islander partners in a spirit of reconciliation, especially in the provision of health care. We acknowledge that our health, aged care and research facilities are built on traditional Aboriginal and Torres Strait Islander lands, and pay our respects to their elders past and present. We renew our commitment to walk the journey of learning and healing together.

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Message from Mr David Robinson

Chairperson, Trustees of Mary Aikenhead Ministries

It is now three years since the Trustees of Mary Aikenhead Ministries took up their responsibilities for the governance of the education, health, research and welfare ministries which were the result of 172 years of service to the Church and the Australian community by the Sisters of Charity. In addition to their engagement with the many activities involving the colleges, hospitals and research institutes, 2012 has been significant for the Trustees.

In July the Trustees hosted their second annual Mary Aikenhead Ministries conference which was attended by a large number of the leaders from across our ministries. The theme of the conference was *The Heart of our Mission* and some very gifted speakers reminded us of the reason "why it is that we do what we do" – namely a commitment to the Gospel imperative of service to God's people in the tradition of Mary Aikenhead as passed down to us by the Sisters of Charity.

This year has also signified a change within the Trustees. July 2011 saw the appointments of Dr Tessa Ho and Emeritus Professor Gabrielle McMullen. In December we celebrated the contribution of three of the inaugural Trustees as they departed from our midst. The Trustees will always be grateful for the outstanding contribution Mr Richard Harpham as the inaugural Chairperson, Sr Elizabeth Dodds RSC and Sr Linda Ferrington RSC, made to Mary Aikenhead Ministries. In January 2012 Sr Helen Clarke RSC and Mr Jim Russell were appointed as Trustees.

The Trustees were pleased to be involved in St Vincent's Health Australia's review of its mission and values statements. The process of adopting one set of values across the group, fostering unity and cohesion, is to be commended. The values of compassion, justice, integrity and excellence are clearly aligned with those of Mary Aikenhead Ministries and support the change and growth of the organisation as the health ministry moves more confidently into a common future.

The Trustees of Mary Aikenhead Ministries would like to congratulate both the Executive and Directors of St Vincent's Health Australia on the continued success and the contribution the health ministry makes to the community. The Trustees are grateful to the many people who demonstrate great commitment and ability to ensure the



Mr David Robinson, Chairperson, Trustees of Mary Aikenhead Ministries.

reputation of our health services continues to be highly regarded and continues to bring the healing ministry of Christ to all we serve.

On behalf of the Trustees of Mary Aikenhead Ministries, I am pleased to commend to you the 2012 Annual Report of St Vincent's Health Australia.

Mr David Robinson
Chairperson,
Trustees of Mary Aikenhead Ministries

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 2011-2012.

The past year has seen St Vincent's Health Australia continue its journey of renewal. Following the changes to our governance structure in late 2010, the Board and Executive, with the support of the Trustees, have worked collaboratively to make sure our health and aged care ministries are well placed to respond to the needs of our patients, residents and families today and in the years ahead. In working to ensure we have the best model in place, our collaboration has included reviews of our direction, strategy, structure and identity. The outcomes of these discussions are explored further in this annual report.

While advances in health care may shape and change the ways in which we respond to the needs of those we serve, our mission remains the focus and foundation for our efforts. In coming together to work as one group, we have invested significant time and energy reflecting on our mission in order to make certain that these statements continue to clearly articulate our Catholic identity, our heritage and our future intent. We have pursued a consultative process, engaging our staff, leaders, Directors, Trustees and volunteers in the conversation in order to foster a shared understanding and ownership of our mission and values, ensuring that all those responsible for bringing our mission to life, understand and embrace this as part of their day to day practice and decision making.

Following the consultation process led by our Executive, Mission and Strategy teams, we are pleased to present the following identity statements for St Vincent's Health Australia:

Our Mission

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

We draw on the talents of our people and collaborate with others who share our vision and values to continue the pioneering spirit of Mary Aikenhead and the Sisters of Charity. We are committed to providing compassionate and innovative care, enabling hope for those we serve.

Our Vision

To lead transformation in health care inspired by the healing ministry of Jesus.

Our Values

- Compassion
- Justice
- Integrity
- Excellence



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

Our Care is

- Provided in an environment underpinned by our mission and values
- Holistic and centred on the needs of each patient and resident
- High quality, safe, and continuously improved to ensure best practice
- Innovative and informed by current research using contemporary techniques and technology
- Delivered by a team of dedicated people who are supported in a continuing development of their skills and knowledge
- Committed to a respect for life in accordance with the Gospel

One of the new initiatives we have commenced this past year, informed by our discussion and reflection on mission, has been the development of our Social Justice through Health program. Like other Catholic health care services, St Vincent's has for many years provided support and assistance to those who are marginalised in our community through its health, aged care and outreach services. The Social Justice through Health program seeks to do more than provide assistance on an 'as needed' basis.

St Vincent's not only seeks to improve health outcomes for people who are marginalised, but will work – in creative partnership with others – to bring about change in the social systems that underpin poverty therefore addressing those factors that actually perpetuate injustice and ill-health for those who are vulnerable in our community. While continuing to meet the day to day needs of those who are marginalised, St Vincent's will move to adopt a person centred systems approach that will link our clinical practice, with research and advocacy. We will work with individuals and other health, welfare and research agencies to identify and address the personal and social factors that give rise to inequities in

health for Aboriginal and Torres Strait Islander peoples, people experiencing homelessness, and asylum seekers and refugees. We are looking to bring about deep, transformational change in our community, to change the personal and social systems that see some groups within our community disproportionately experience poor health outcomes.

This is an exciting initiative for our health and aged care services, one which gives rise to a new and innovative way of responding to our mission in Australia today.

Such innovation is only possible with the support and commitment of people from across St Vincent's, from staff, managers and Directors alike. I wish to take this opportunity to acknowledge and thank my fellow Directors for their contribution during this time and pay particular respect to Sr Helen Clarke RSC. Sr Helen was appointed by the Congregation of the Sisters of Charity to the Trustees of Mary Aikenhead Ministries and as such concluded her appointment as a Director of St Vincent's Health Australia on 31 December 2011. Sr Helen has served for a number of years on several boards for the health and aged care services at a regional and group level and we look forward to continuing to work with her in her role as a Trustee. Our Board was pleased to welcome Sr Maureen Walters RSC and Dr Maryanne Confoy RSC appointed by the Trustees of Mary Aikenhead Ministries as Directors of St Vincent's Health Australia in February 2012.

I wish to record here my gratitude to the many people who work with our Board to ensure that St Vincent's Health Australia realises its mission: the Trustees, the Chief Executive Officer, Executive, staff, patrons and donors, and volunteers.

St Vincent's Health Australia is a community of people committed to changing the lives of those we serve by bringing to each person the healing ministry of Jesus. We are proud to serve as a ministry of the Catholic Church in Australia under the stewardship of Mary Aikenhead Ministries. And we continue to draw on the example and inspiration we find in the life of Mary Aikenhead, Foundress of the Sisters of Charity, the Sisters of Charity in Australia, our partner Congregation in Queensland – the Holy Spirit Missionary Sisters – and the Sisters of Mercy, with whom we have formerly partnered, in the provision of health and aged care services.

We are proud to serve as part of a tradition of care and embrace the challenge of responding to new and emerging needs in our community, ensuring a secure and sustainable future for our health and aged care services. Thank you to all of you who support us in this endeavour.

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



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public, private and
aged care beds

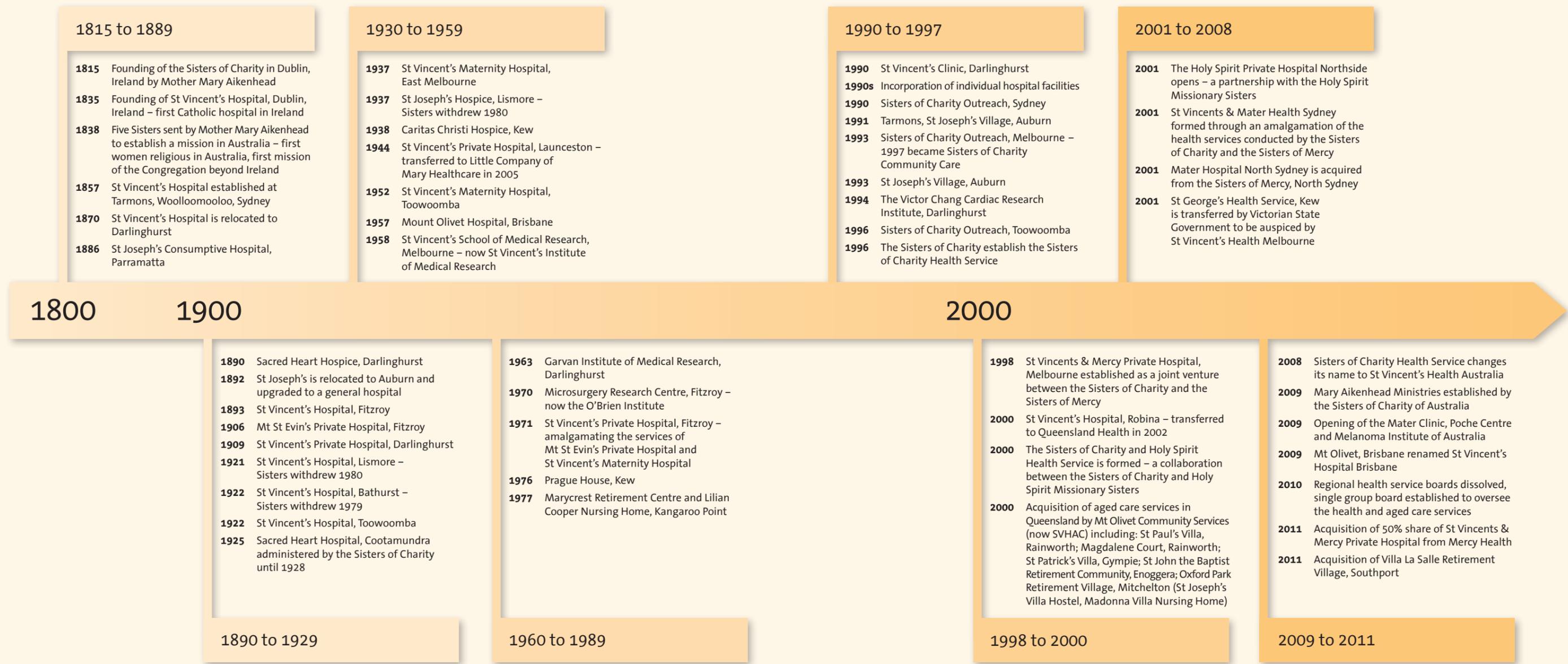
3,431



St Vincent's Health Australia Heritage



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



Our identity

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Message from Dr Tracey Batten

Group Chief Executive Officer, St Vincent's Health Australia

The past year has been an exciting time of continued transition and change for St Vincent's as we have begun to see some of the benefits of increased collaboration and sharing of best practice among our group. Coming together more comprehensively as one group has enabled us to realise our mission in new and innovative ways, reaching out to care for those most in need.

Transforming our health services

An important achievement in the past year has been the development and articulation of a comprehensive group wide strategy to guide and support our efforts in the next five years. The approval of *St Vincent's Health Australia Strategic Direction 2012-2016* by our Board and Trustees marks a new era in the history of our health and aged care services. The strategy not only expresses the ways through which we will continue to realise and extend our mission but articulates the ways through which our regions will work collaboratively to realise the potential of our people, our capacity for innovation, grow our services and deliver excellence in care.

The strategy identifies four key result areas which serve as the roadmap through which we seek to realise our vision of leading transformation in health care inspired by the healing ministry of Jesus. Our key result areas are:

Mission and Social Justice

St Vincent's Health Australia is working to strengthen and grow our mission, focussing on a preferential option for the poor. We will continue to nurture a culture that reflects our Catholic identity, mission and values, building strong relationships as a key ministry of the Church in Australia. We will provide pastoral services that are best practice. St Vincent's Health Australia will not only care for those living on the margins of our community each day, but will seek to change the social determinants that foster situations of injustice and marginalisation through our Social Justice through Health program. We will work with, and advocate for, Aboriginal and Torres Strait Islander peoples, homeless persons, and refugees and asylum seekers. We renew our commitment to our prison ministry and will continue to grow our community outreach programs to meet local need.

Exceptional Care

Our goal is to deliver truly person-centred health and aged care. St Vincent's Health Australia will continue to provide safe, high-quality care through a robust model of clinical governance underpinned by a culture of 'no harm'. We will be a provider of choice. Our clinical education and training programs will promote the development of remarkable clinicians. We will support and foster research and innovation to improve health care, working in partnership with some of Australia's leading medical research institutes.

Remarkable People

Our people bring our mission to life each day. Through the attraction and retention of remarkable people St Vincent's Health Australia will continue to provide care that respects the dignity of each person we serve. We will provide safe work environments that actively promote the health and wellbeing of our people. And in keeping with our goal of excellence,



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

St Vincent's Health Australia will strengthen the position of our current services and seek to grow sustainably, securing the future viability of our services, and enabling us to further our ministry.

we will ensure the provision of training and professional development opportunities to maximise and enhance the talent of our people.

Sustainability and Growth

Mindful of the increasing cost to the Australian community of the provision of health and aged care services, St Vincent's Health Australia provides health and aged care services that not only deliver excellence in care, but are sustainable, reflecting our intention to be responsible stewards of our human, capital and environmental resources. We will continue to build strong relationships with local communities ensuring our services are responsive to community need. We continually review the ways in which we work to ensure we are effective and efficient in the provision of excellence in care. St Vincent's Health Australia will strengthen the position of our current services and seek to grow sustainably, securing the future viability of our services, and enabling us to further our ministry.

Our four key result areas form the basis for our annual report for 2012. Already we have begun to realise a number of our objectives for the next five years and these achievements are detailed in this report. In addition to the adoption of our

group wide strategy has been the development of detailed growth and development plans for our public hospitals, our private hospitals and our aged care services.

This year has seen the conclusion of the organisation review St Vincent's Health Australia commenced in 2011. The outcomes of this review process have resulted in the establishment of five operating regions that comprise the St Vincent's Health Australia group:

- St Vincent's Health & Aged Care, Queensland
- St Vincent's Health Network Sydney
- St Vincent's Private & Mater Hospitals, Sydney
- St Vincent's Hospital Melbourne, and
- St Vincent's Private Hospital Melbourne.

We believe that this arrangement strikes the optimal balance between ensuring our health and aged care services remain engaged with, and responsive to, local communities, drawing on strong local leadership and knowledge, while also taking advantage of collaboration, best practice sharing, and operational and strategic efficiencies at a group level. It is our view that these changes will enable St Vincent's Health Australia to lead the way as a preeminent Catholic health and aged care provider.

Mission and Social Justice

Our facilities in each region engage in a number of outreach programs in their local community above and beyond the health and aged care services they provide.

St Vincent's Private Hospital Melbourne established a new relationship with The Wellington, a local community organisation that provides food and social support for 100-150 people each week from the nearby Collingwood Housing Estate. The hospital provides a lunchtime meal and fruit each fortnight to The Wellington. And drawing on the support of several of its contractors, St Vincent's Private has renovated the kitchen area of The Wellington, upgrading the cooking and storage facilities to enable the provision of a better standard of care and hospitality to users of the centre.

St Vincent's Private Hospital Melbourne also continues its long-standing association with the Children First Foundation, providing medical treatment to children brought to Australia from Albania, Fiji, Palestine and Africa. Four children have been cared for during the year by the orthopaedic and plastic surgery teams, with several children requiring multiple surgical interventions to achieve the best clinical outcome. This is an important outreach to children who would otherwise not have access to medical care that is routinely available in Australia.

Staff from St Vincent's Hospital Melbourne have participated in a number of outreach services to remote areas of Australia and overseas. In September, Sue Cowling (Nurse Unit Manager, Emergency Department) and Kathryn Bowman (Clinical Nurse Educator), in partnership with nursing and medical staff from around Australia, facilitated the Advanced Remote Area Course for the Council of Remote Area Nursing Australia. This work is undertaken on a voluntary basis and provides education, professional

Our facilities in each region engage in a number of outreach programs in their local community above and beyond the health and aged care services they provide.

development and support to health care workers from remote communities. The Emergency Department team also played host to seven visiting nursing staff and an interpreter from the Dili National Hospital, Timor Leste. The visitors spent two weeks at St Vincent's attending education sessions and observing St Vincent's Emergency Department staff in action. St Vincent's also signed a Memorandum of Understanding with the Victorian Aboriginal Health Service. The memorandum serves as a further step in fostering partnerships with the local community in the provision of safe, culturally appropriate health care to Aboriginal and Torres Strait Islander people.

St Vincent's Private Hospital Sydney was proud to open the Young Adult Mental Health Service in March. The purpose built 20 bed inpatient unit was opened by Her Excellency Professor Marie Bashir, Governor of New South Wales and blessed by His Eminence Cardinal George Pell, Archbishop of Sydney. The service will care for young adults between 16-30 years with early psychosis or mood and anxiety disorders. It is the first such private unit established in Australia. The service will also form part of a network of research programs for young people with mental health illness, tackling one of the single biggest health issues facing young adults today.

St Joseph's Hospital Sydney is pleased to see the commencement of construction of the \$5 million facility which will become the Huntington's Disease Service. In an agreement between St Vincent's Health Network Sydney, NSW Health and Western Sydney Local Health District the unit will include a 20 bed facility that offers residential care, neuropsychiatric care, assessment and monitoring.

Significant progress has been made at St Vincent's Hospital Sydney during the past year in preparation for the opening of its Medicottage in August 2012. With the support of recurrent government funding the Medicottage will provide short term accommodation to enable a safe and stable environment from which the St Vincent's Hospital Homeless Health Team can more readily care for clients through the provision of assessment, stabilisation and maintenance health care. This service will enable staff to link clients into other psychosocial support services including housing, primary care and financial support. The facility will be a 10 bed service accommodating male and female clients with a history of homelessness. It will be established in the old Gorman House, located adjacent to the main public hospital building.

Caritas Care Queensland employed four Indigenous members of staff at Kangaroo Point as part of a work training program, Replay – a training program for a Certificate III in Aged Care.



Our staff embrace and promote our mission as a fundamental part of their practice.

The program involves cultural awareness training for staff and the establishment of a 'buddy' to provide support to each of the trainees. One of the trainees has taken up ongoing employment at Caritas' aged care service at Gympie. The program has been very well received by staff and participants and will be offered again later in 2012.

2012 also marks the 90th anniversary of St Vincent's Hospital Toowoomba and a proud tradition of care to the community of the Darling Downs. St Vincent's Hospital Toowoomba is now the largest acute private hospital in the Darling Downs, providing quality health care including specialised medical, maternity, child, emergency and intensive care services. A program of celebrations are scheduled across the year drawing on the 1920s for inspiration. Musicians James Morrison and Emma Pask performed at the Empire Theatre as part of 'An Evening Soiree'. The Cancer Care Committee also held a high tea to support St Luke's Ward. And St Vincent's, in partnership with the University of Southern Queensland has hosted a Corporate Club Breakfast series, engaging local business leaders. St Vincent's not only provides a significant health service for the community but is also a significant employer in the Toowoomba region. Its history of care extends well beyond the provision of health services – this was most markedly demonstrated in 2011 during the catastrophic floods that affected the region. St Vincent's continues to play its part in supporting the people of the region as they continue to rebuild and recover.

The past year also saw several staff from our health and aged care services participate in a pilgrimage to Ireland, *In the footsteps of Mary Aikenhead*, led by the Trustees of Mary Aikenhead Ministries. As Group CEO, I joined with 18 other participants from the health and education ministries to visit some of the historic sites associated with the life of the Sisters of Charity Foundress Mother Mary Aikenhead, and to visit some of the present day ministries and services that have arisen from the original mission. The pilgrimage brought to life the

The pilgrimage brought to life the story of Mary Aikenhead and her passion for service of the poor.

story of Mary Aikenhead and her passion for service of the poor. We met many inspirational Sisters of Charity and staff in the ministries who spoke clearly of their commitment to their respective missions. We also experienced true hospitality at every place we visited and we were made to feel very welcome. One of the expressions we heard often was the Irish greeting, "C'ead mile failte!" (*A hundred thousand welcomes!*), a sentiment clearly evident through our journey. All the pilgrims greatly enjoyed the experience and found it both educational and inspirational.

Exceptional Care

Several of our health and aged care services completed organisational wide and periodic reviews during the year and the results of these independent assessments were outstanding. Some of the highlights included:

- St Vincent's Hospital Brisbane was awarded eight Extensive Achievement ratings
- St Vincent's Hospital Toowoomba received an Extensive Achievement rating for its Clinical Credentialing System
- St Vincent's Private Hospital Sydney was awarded five Outstanding Achievement ratings and 30 Extensive Achievement ratings
- Caritas Care received full accreditation for its Community Services with no recommendations
- St Vincent's Hospital Sydney received two Outstanding Achievement ratings and 23 Extensive Achievement ratings
- St Vincent's Hospital Melbourne was awarded two Outstanding Achievement ratings in Quality and Research Governance, and 31 Extensive Achievement ratings.

In assessing each facility and program, surveyors were fulsome in their praise for our staff across each region, most notably the evident commitment of our staff to the mission of St Vincent's and the provision of excellence in care. Such comments reflect our observed experience that staff embrace and promote our mission each day as a fundamental part of their practice. On behalf of the Executive, I wish to congratulate and thank each member of staff for their commitment to mission and their role in realising outstanding accreditation results.

In further recognition of excellence in care, St Vincent's Hospital Brisbane received the prestigious Flame Award presented by Epilepsy Queensland. The citation for the award read, "Congratulations are due to Cheryl Royle the General Manager of St Vincent's Hospital Brisbane, Professor Harry McConnell and Dr John Corbett for their efforts in being committed to providing access to these services equally to both private and public patients. A new epilepsy service is an exciting and courageous endeavour and not something we see very often in Brisbane, or Queensland."

St Vincent's Hospital Melbourne received deserved recognition in the 2011 Victorian Public Healthcare Awards. St Vincent's won three categories and was highly commended in another seven including Metropolitan Health Service of the Year. The winners included:

- Centre for Palliative Care: Clinical practice guidelines for the psychosocial and bereavement support of family caregivers of palliative care patients (Premier's award for translating evidence into practice),
- Ann Cook: Nurse Unit Manager, Oncology and oncology nurse at St Vincent's for 54 years (Outstanding achievement by an individual or team in healthcare), and
- Restoring Health: HIV Model of Care (Excellence in supporting self-managed health care).

St Vincent's Private Hospital East Melbourne was awarded Australia's Most Active Hospital in the Global Corporate Challenge and St Vincent's Private Hospital Melbourne acknowledged as Australia's Second Most Active Organisation in the Healthcare and Medical Industry. Participation in this program is part of the hospital's commitment to promoting health and wellbeing at work for its staff. Of the 380 staff who participated in the challenge to get active, 86 per cent reported feeling an improvement to their health as a result of their participation.

In ensuring the provision of safe, high-quality care, St Vincent's Private Hospital Sydney upgraded its da Vinci Robot in May. While the robot is being used with excellent results for patients in urology it is anticipated that other speciality areas such as head and neck (otolaryngology) and gynaecology will also incorporate robotic surgery as part of their suite of services, creating a centre of excellence for robotic surgery at St Vincent's.

In May the senior leaders of St Vincent's Health Australia came together for our annual conference. One of several highlights of this time together was the presentation of the St Vincent's Health Australia Quality Awards. The awards are an



There are many people who make a significant contribution to St Vincent's each day.

opportunity to recognise and celebrate excellence in mission, clinical care, our people and our support services. The awards are aligned to reflect the key result areas for St Vincent's, enabling us to readily identify and share best practice and help realise our strategic goals. The award recipients are detailed in the Exceptional Care section of this report.

Part of the review and expansion of the Quality Awards in 2011 included the institution of a Quality Awards Roadshow. This event saw the category winners tour to each of our regions to share their stories of best practice and innovation with their peers across the group. The initiative again proved highly successful in 2012 and was well supported by staff who found it a unique opportunity to come together and share ideas on excellence in care. The roadshow will become a regular feature of the annual Quality Awards program. In 2013, St Vincent's Health Australia will look to further expand the Quality Awards to include Employee Recognition Awards, furthering our commitment to support our people in the pursuit of excellence.

Remarkable People

There are many people who make a significant contribution to St Vincent's each day and I would like to make mention of several people who passed away during the year whose support of our health care and aged care services is deserving of special recognition:

- Mr Peter Ferris AM KCSG, former Director and Trustee to St Vincent's Hospital Sydney, St Vincent's Clinic and to the Sisters of Charity Health Services
- Sr Anne Mary Reynolds RSC, pastoral care worker at Marycrest, Kangaroo Point
- Sr Maria Cunningham RSC, former Congregational Councillor, nurse and leader in Catholic health care
- Sr Marie Bernadette Wunsch RSC, nurse, mentor and 'guardian angel' to patients and staff at St Vincent's Hospital Melbourne
- Sr Marcella Howes RSM, a Sister of Mercy who served at the Mercy Private Hospital from its opening in 1935 until her retirement in 2005. Sr Marcella 'was' the Mercy for countless nurses who trained there, including many of our current staff.

We were pleased to celebrate a number of achievements by staff across our health and aged care services as they pursue excellence and innovation in care:

- Sally Sutherland Fraser, Clinical Nurse Consultant at St Vincent's Hospital Sydney who was awarded the 2011 Clinic Foundation Award for Excellence in Research
- St Vincent's Hospital Sydney was the recipient of an award from Mental Health Australia for work in helping Aboriginal prisoners quit smoking
- Andrew Pridding of the Victorian Dual Disability Service, a program of St Vincent's Hospital Melbourne, qualified as the first Dual Disability Nurse Practitioner in Australia, and only the second in the world. As a Nurse Practitioner with St Vincent's Mental Health Service, Andrew works with people with both intellectual disability and mental illness and will have capacity to prescribe some medications, and consult on assessment and treatment plans for clients

- Dr David O'Neal (St Vincent's Hospital Melbourne) and Dr Helen Thomas (St Vincent's Institute of Medical Research) won both categories at the 2011 Juvenile Diabetes Research Foundation and Macquarie Group Foundation Diabetes Research Innovation Awards which recognise outstanding, influential and innovative research in type 1 diabetes. Dr O'Neal was awarded the Established Researcher honour for his work in helping empower people with type 1 diabetes to make the best decisions in relation to information produced by continuous glucose monitors. Dr Thomas won the Early Career Researcher award for her breakthrough research in developing an understanding of how insulin producing cells (beta cells) live and die
- Endocrinologist at St Vincent's Hospital Melbourne Professor Frank Alford was awarded the prestigious 2011 Kellion Australian Diabetes Society Award recognising outstanding contributions to diabetes research, clinical or service areas in Australia. Professor Alford's research has centred on the pathophysiology of insulin resistance and beta cell dysfunction
- Professor Sandy Middleton and her team from the Nursing Research Institute at St Vincent's Hospital Sydney were awarded a prestigious international research prize for their groundbreaking study proving the benefits of specially trained stroke teams on patient recovery
- St Vincent's Hospital Sydney's Professor Sam Breit's research into the MIC 1 protein was acknowledged by the National Health and Medical Research Council as being one of the top ten research projects of 2011.

2012 has seen the completion of the design and development of our inaugural Executive Leadership Program which will commence in November. This program is designed to develop and strengthen the senior leadership capability of St Vincent's Health Australia. Consistent with our mission, we are seeking to build upon the leadership talent of our people to create



We seek to build upon the leadership talent of our people.

stronger pathways for future leadership. The establishment of the program itself represents a clear example of the increased capacity and collaboration St Vincent's Health Australia is now able to pursue as we act as one group.

Following a long and significant involvement with our Sydney health and aged care services over 20 years, Steven Rubic resigned from his position as Chief Executive Officer of St Vincents & Mater Health Sydney in April to pursue a new opportunity in his distinguished career. Steven made a unique contribution to Catholic health care in Australia through his leadership of our NSW health and aged care services. His compassion and deep understanding of our mission have been a hallmark of his service. I would like to take this opportunity to reiterate our thanks to Steven for his contribution to our Group Executive and to the growth and development of the Sydney health and aged care services during his long association.

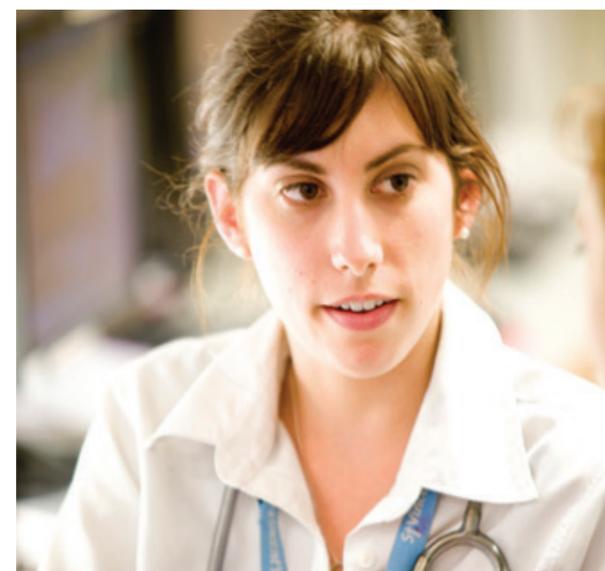
In line with the outcomes of our organisation review, we were pleased to welcome to the Group Executive Jonathan Anderson as Chief Executive Officer of St Vincent's Health Network Sydney and Robert Cusack as Chief Executive Officer of St Vincent's Private & Mater Hospitals. In addition to his role as Chief Executive Officer for St Vincent's Private & Mater Hospitals, Robert Cusack will also serve as Group General Manager NSW. This new role will enable appropriate coordination of activities across all the health and aged care facilities in NSW and serve as a liaison point for internal and external stakeholders.

Similarly, our Chief Executive Officer for St Vincent's Health & Aged Care, Queensland John Leahy has assumed the newly created role of Group General Manager Aged Care in addition to his current role, extending the capacity for leadership and collaboration among the aged care services across the group.

Sustainability and Growth

After many years of managing Villa La Salle Retirement Village in Southport, Queensland for the owners the Trustees of the De La Salle Brothers, we were pleased to be offered the opportunity to acquire the service in December 2011. A further development in the aged care area was the negotiation of a management agreement with the Sisters of Mercy Parramatta for the operation of Stella Maris Aged Care in Cronulla, NSW. These developments will enable St Vincent's Health Australia to further grow and consolidate its aged care ministry.

St Vincent's Health Australia was pleased to receive confirmation from the Federal government that it has allocated \$11.388 million for the construction of Griffith Community Private Hospital. This project represents an exciting new chapter in health care for the Riverina community and our NSW health services. St Vincent's is partnering with Griffith City Council to build an integrated community private hospital and clinical teaching facility – the Murrumbidgee Teaching & Learning Centre. The Griffith Community Private Hospital will accommodate 20 overnight beds, 20 day beds, two operating theatres and co-located medical suites for visiting specialists. The new facility will be operated by St Vincent's Private & Mater Hospitals.



We draw on the expertise of clinical and research leaders.

In responding to communities in need, St Vincent's Private Hospital, Sydney commenced a renal transplant service in December 2011. More than 1,800 Australians await a life saving organ transplant and of these 49 per cent reside in NSW (NSW Department of Health, 2011). In addition, 2,000 people are newly diagnosed with renal failure each year. The renal transplant service offered at St Vincent's Private Hospital draws on the expertise of the renal, vascular, transplant and intensive care specialists, offering patients with chronic renal failure a significantly improved quality of life.

As part of our commitment to demonstrate good stewardship of our resources, St Vincent's Health Australia has completed a series of Business Efficiency Support Team (BEST) reviews across each of our regions. A significant strength of the process has been the utilisation of the skills of experts that we already have within our group to lead the efficiency reviews. A number of staff across the group have generously provided their valuable time and expertise to ensure the success of this process. There have already been a number of significant positive outcomes from the reviews including:

- The identification of potential efficiencies across the regions,
- Greater engagement and collaboration between leaders across our regions,
- Greater understanding of the different models and processes in each region, and
- The identification of a number of best practice processes and systems that are now being shared between regions.

One of the key initiatives which will enable St Vincent's Health Australia to operate effectively and efficiently as one group has been the development of an Information and Communication Technology (ICT) strategy to support our operations across geographic boundaries. The *St Vincent's Health Australia ICT Strategic Plan* was developed in 2011 and identified over 35 projects to be implemented within the next

The Social Justice through Health Program will establish programs for people who disproportionately experience health and social vulnerabilities.

five years. In developing the strategy, consideration was given to the current ICT infrastructure in each region, the priorities identified as part of the group wide strategic plan, projects already funded and commenced in each region, and projects critical to the future success of the group.

Some of the projects commenced in the past year include enterprise reporting, risk management and clinical audit; scanned medical records; patient administration systems; rostering, financial systems, legislative compliance and credentialing; video and desktop conferencing and environmental management systems; and single sign-on, connecting regional networks, wireless capacity and email. The implementation model centred on commencing projects in one region and then progressively rolling these out to the remaining regions. In managing a staged roll out and standardising products and configurations, St Vincent's Health Australia is able to minimise project costs and share system support resources.

Looking ahead

The year ahead will see the continued development and implementation of key initiatives that will see St Vincent's Health Australia's realise its strategic direction.

The Social Justice through Health Program will establish programs for people who disproportionately experience health and social vulnerabilities such as Aboriginal and Torres Strait Islander peoples, those who experience chronic homelessness, and those who are asylum seekers in the community, especially those who are ineligible to access services through Medicare. The program will draw on the expertise of clinical and research leaders within St Vincent's Health Australia and lead community providers, working in partnership to develop a person-centred systems approach to effect change in the health and social outcomes of those experiencing disadvantage.

New funding model and access targets for public hospitals

July 2012 marks the commencement of new models of health funding, and revised access targets for emergency department and elective surgery for public hospitals as part of the national health reform process instituted by the Federal government.

In line with our mission, our public hospitals in NSW and Victoria care for higher than average numbers of patients from rural and regional areas (in comparison to their peer group), provide tertiary and quaternary services, and provide inpatient care to a higher ratio of patients requiring complex care.

We will continue to draw on the spirit and inspiration of Mary Aikenhead, ensuring that her vision and love for the poor continues to underpin all that we do.

Anticipating these changes, our leadership teams have been working diligently to ensure that St Vincent's Health Australia is well positioned to provide the highest standards of care consistent with our mission and commitment to excellence. By way of example, a 'whole of hospital' approach has been taken in response to new targets for emergency department access. Our teams have examined the many factors which influence length of stay in the emergency department including General Practitioner referral patterns, patient tracking systems within the department, patient transfer to ward processes, access to treatment and diagnostic services, patient reporting systems, and clerical and communication processes to support patient care.

This is one of many examples of our people working to ensure optimal performance in line with national benchmarks while ensuring that patient safety is not compromised, and that decisions regarding clinical care continue to reflect best practice.

Changes in aged care funding

Aged care services are also facing significant change to funding arrangements. Our aged care services team have been closely examining the changes to the Aged Care Funding Instrument (ACFI) announced on 21 June 2012 which determines the government funding per resident based on the complexity of their health care status and the level of care and support required each day. The changes came into effect on 1 July 2012.

Changes in private health insurance rebate

Funding arrangements for private health care are also changing with the commencement of the new Medicare Rebate means testing arrangements coming in to effect on 1 July 2012. While the impact of the introduction of a means test on the rate of people holding private health insurance is yet to become clear there are several scenarios for which St Vincent's Health Australia is prepared – changes which may influence demand on our private hospital services and our public hospital services.

Leading the way in research

An exciting capital development with long-term implications for health is the forthcoming opening in August 2012 of the \$120 million Kinghorn Cancer Centre in Darlinghurst, Sydney a partnership between St Vincent's and the Garvan Institute. The centre will integrate world class cancer research with best clinical practice, rapidly translating research findings to patient care.

Growth and development

While St Vincent's Health Australia has a proud heritage and has made significant advances in recent years from a clinical and organisation perspective, we are committed to maintaining this momentum to ensure the future growth and reach of our mission.

To this end, there are significant plans to sustain our growth and development in forthcoming years. We will look to redevelop and upgrade our private hospitals in Sydney and in Melbourne, increasing both bed and theatre capacity. Plans are in development for a potential partnership with Youngcare to support young people with high care needs in Sydney. We have also identified opportunities to develop health care services in growth corridors in Victoria, and plans to establish a new aged care facility in Sydney's eastern suburbs are also underway.

At the Holy Spirit Northside Private Hospital the development of a comprehensive cancer service will be complemented by a new 30 bed oncology ward to be completed in October 2012, and a state of the art 17 chair day oncology service due for completion in April 2013. The centre will also include a Day Oncology Unit and associated medical suites to meet demand from existing oncologists.

Expansion of the cancer service will see the development of a Breast Cancer Centre with a vision to be the leading breast cancer service on Brisbane's north side. This service will be supported by a dedicated breast care nurse who will work with the breast surgeons, oncologists and medical and allied health professionals, to coordinate the delivery of a comprehensive multidisciplinary breast cancer service.

Holy Spirit Northside Private Hospital is also nearing completion of the construction of a Clinical Education Centre which has been funded in entirety through a Commonwealth Government grant.

While it is pleasing to look back over the year past and see the significant achievements of our people in the growth and development of our services, it is exciting to look to the year ahead which already promises to be a time of further challenge and opportunity. St Vincent's is well positioned to respond to the national health care reforms, continuing to provide excellent, compassionate care. We look to position St Vincent's as a leader in the health and aged care sector in line with the goals of our strategic plan. As we seek to grow and extend our services to care for more people in need, we will continue to draw on the spirit and inspiration of Mary Aikenhead, ensuring that her vision and love for the poor continues to underpin all that we do.



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 whole of the financial year and up to the date of this report (unless otherwise stated):

Director	Appointed	Resigned
Mr John Gurry, Chair	1 October 2005, Appointed as Board Chair 31 December 2008	-
Fr Frank Brennan SJ AO	1 January 2009	-
Sr Helen Clarke RSC	1 February 2008	9 December 2011
Mr Brendan Earle	1 October 2010	-
Ms Patricia Faulkner AO	1 October 2010	-
Mr Gary Humphrys	1 October 2010	-
Ms Belinda Hutchinson AM	1 August 2009	-
Mr Paul Robertson AM	1 October 2009	-
Prof Peter Smith	1 October 2010	-
Mr Greg Sword AM	1 April 2009	-
Sr Maureen Walters RSC	6 February 2012	-
Dr Maryanne Confoy RSC	6 February 2012	-



Acute, sub acute
and aged care

Public access

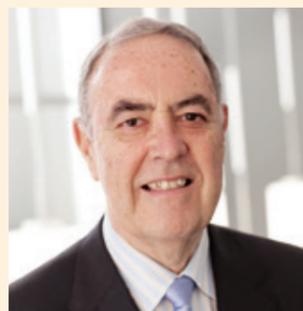
10 facilities

Private access

17 facilities

Our governance

Board of Directors 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*.



Dr Maryanne Confoy RSC

A Sister of Charity, Dr Confoy is Professor of Spirituality and Practical Theology at the Jesuit Theological College and United Faculty of Theology, past President of the United Faculty of Theology, Melbourne, and a Fellow of the MCD University of Divinity. Dr Confoy has previously served as Associate Dean of Postgraduate Studies Melbourne College of Divinity, and Visiting Professor at the School of Theology and Ministry at Boston College, USA. Publications include articles on spirituality and ministry, a biography of Morris West, books on spirituality and the contemplative life, priesthood, religious life and Christian ministry, and her most recent is, "Communities Visible and Invisible in Oceania: Women and HIV/AIDS," in *Calling for Justice throughout the World: Catholic Women Theologians on the HIV/AIDS Pandemic*. Dr Confoy has been Book Review Editor of *Pacifica*, a journal of theological studies for Australia and New Zealand. Dr Confoy also currently serves as a Director of Kilbride Spirituality Centre, Council member of Edmund Rice Education Australia, Board member of St Columba's College, Essendon, and of The Way.



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 health care industry and has advised the Commonwealth Government, private insurers, aged care providers, private consulting practices and pharmaceutical manufacturers on a diverse range of projects.



Ms Patricia Faulkner AO

Ms Faulkner is Chair of the National Health Performance Authority as well as Chair of the Boards of Jesuit Social Services and Superpartners. Ms Faulkner is a Member of the Council of Australian Governments' Reform Council and a Member of the Commonwealth Grants Commission as well as a Member of the Health and Hospitals Infrastructure Fund. In May 2012, Ms Faulkner retired as Chair of the Prime Minister's Social Inclusion Board. Ms Faulkner was previously a Partner and Global Leader for Healthcare at KPMG and prior to that Secretary of the Victorian Department of Human Services. Ms Faulkner 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 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.



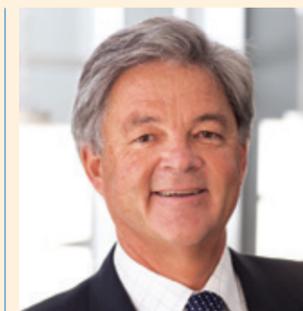
Mr Gary Humphrys

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, Director of Institute of Virology and founder and Director of the Financial Markets Foundation for Children.



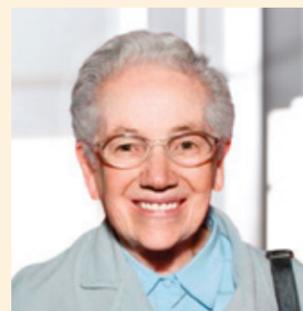
Prof Peter J. Smith RFD

Professor Peter Smith is Dean of the Faculty 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, The Sax Institute of Health Research, Arts and Health Research, Arts and Health Foundation, Black Dog Institute, Ingham Health Research Institute and New South Wales Innovations. Professor Smith is a Group Captain RAAFSR with the Reserve Forces Decoration and Director Air Force Health Reserves (NSW/ACT) Directorate of Health Reserves, Air Force, Royal Australian Air Force.



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.



Sr Maureen Walters RSC

A Sister of Charity, Sr Maureen has held numerous roles in health leadership, governance and administration. Sr Maureen has served on the boards of St Vincent's Hospital, Melbourne; St Vincents & Mercy Private Hospital, Melbourne; the Melbourne Regional Board, Sisters of Charity Health Services; and the National Board, Sisters of Charity Health Service. Sr Maureen has previously held roles as Sister Administrator at St Vincent's Private Hospital, Launceston; Deputy Director of Nursing, NSW Prison Medical Service; and Sister Administrator and Director of Nursing at St Vincent's Hospital, Melbourne. Sr Maureen established the Post-basic Operating Room Nursing Course and Post-basic Intensive Care Course which were approved by the NSW Nursing Registration Board. Sr Maureen has also served on the Council of the Royal Australian Nursing Federation (Victorian Branch), Nursing Standing Committee of the National Health and Medical Research Council, the Australian Catholic Health Care Association (as Councillor and Treasurer), St Vincent's Bioethics Centre, and as a Member of the Steering Committee for the transfer of Victorian Catholic Schools of Nursing to the Institute of Catholic Education. Sr Maureen holds qualifications in Nursing, Nursing Administration, Health Administration and Theology.



Dr Tracey Batten

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

Sr Helen Clarke RSC served as a Director until December 2011 and Steven Rubic served as a member of the Group Executive as CEO of St Vincents and Mater Health Sydney until April 2012.

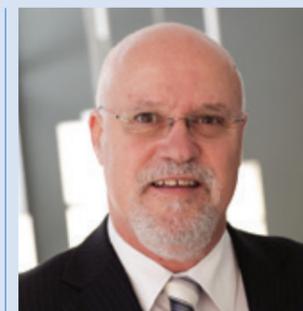
Our governance

Group Executive Profiles



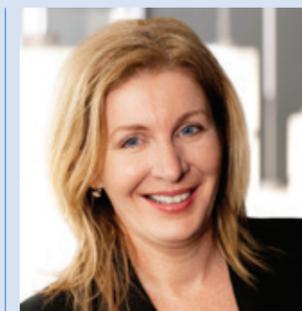
Mr Martin Day

Chief Executive Officer, St Vincent's Private Hospital Melbourne
Mr Day has served as Chief Executive Officer since 2002. Mr Day has held leadership roles in the health service industry for over 19 years including senior positions with Mayne Health in Victoria, Western Australia and Tasmania. Immediately prior to becoming Chief Executive Officer for St Vincent's Private Hospital (formerly 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 Fellow of the Australian Institute of Company Directors.



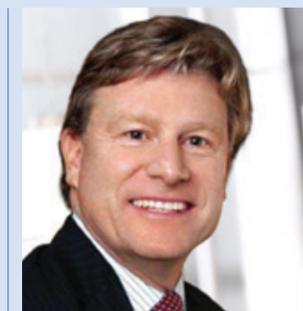
Mr John Leahy

Chief Executive Officer, St Vincent's Health & Aged Care, Queensland and Group General Manager Aged Care
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 subacute 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 Office 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 Hospital Melbourne
Professor O'Rourke was appointed as Chief Executive Officer in April 2009. She has more than 20 years' experience in the health care industry, including nursing and senior management and executive 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, providing strategic and operational advice to the Chief Executive and clinical leadership to the Executive. Professor O'Rourke is a Director of the St Vincent's Institute of Medical Research and the Victorian Comprehensive Cancer Centre, is Chair of the Western and Central Melbourne Integrated Cancer Service and is a Fellow of the Australian Institute of Company Directors.



Mr Jonathan Anderson

Chief Executive Officer, St Vincent's Health Network Sydney
Mr Anderson was appointed Chief Executive Officer of St Vincent's Health Network Sydney in April 2012. Mr Anderson brings to the role an extensive and successful career in public health care in New South Wales. He has held leadership positions across a broad range of facilities and service types including tertiary referral teaching hospitals, district hospitals, subacute and aged care facilities. In 1997 he joined St Joseph's Hospital as Executive Director and prior to this was the Executive Director of Lottie Stewart Hospital. He has held other senior positions including General Manager Rachel Forster Hospital; Director of Finance and Administration at Rozelle Hospital; Director St Vincent's Hospital Toowoomba; and other senior positions at Central Sydney Area Health Service. Mr Anderson has also had responsibility for specialised corporate roles such as the Sisters of Charity Health Service National Risk Manager and National Aged Care Coordinator. Mr Anderson has a Bachelor of Economics from Sydney University and a Masters of Management from MGSM. Mr Anderson's appointment as Chief Executive Officer followed three years as Executive Director of St Vincent's Public Health Services.



Mr Robert Cusack

Chief Executive Officer, St Vincent's Private and Mater Hospitals Sydney and Group General Manager NSW

Mr Cusack was appointed as Chief Executive Officer of St Vincent's Private and the Mater Hospitals Sydney and Group General Manager NSW in April 2012. Mr Cusack has an extensive health management background in public, private and not for profit health facilities covering acute, subacute, community and aged care. Mr Cusack has over 30 years' experience in the health care industry, with more than 20 years' service at the senior executive level, including Chief Executive Officer roles at a number of major hospitals in the ACT and NSW. The majority of this experience has been in large teaching and research hospitals, and in mid-sized hospital environments of which 25 years' experience was in public hospitals and health care, and the last 12 years' experience in private hospitals. Mr Cusack was previously Executive Director of The Mater and has been with the organisation since July 2008. Mr Cusack is an Associate Fellow of the Australian College of Health Services Executives and is a past President of the ACT Branch of the College. He was also a National Councillor with the Australian Healthcare Association. He is currently a member of the Australian Private Hospitals Associations National Council and has been a surveyor with the Australian Council on Healthcare Standards since 1997.



Mr Rob Beetson

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

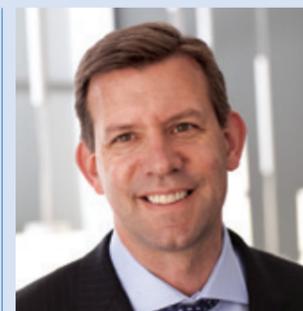
Mr Beetson was appointed to the role of Group Manager Legal and Governance in August 2010 following his appointment as Acting Company Secretary for St Vincent's Health Australia. Mr Beetson is admitted as a Solicitor to the Supreme Court of NSW, a member of the Law Society of NSW and a member of the Institute of Chartered Secretaries. Mr Beetson 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 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, 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. Ms Douglas holds a Masters of Management (Monash University), a Graduate Diploma in Health Administration (La Trobe), Bachelor of Applied Science, Nursing (ACU), Registered Nurse Certificate (St Vincent's Hospital, Melbourne) and graduate of the Australian Institute of Company Directors. 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

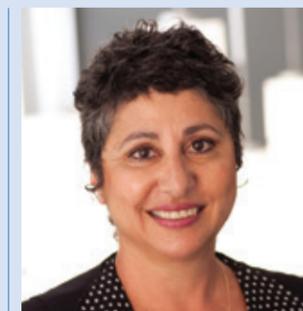
An experienced and qualified public company Chief Financial Officer, Mr Forsberg spent five years with DCA Group, a top 100 publicly listed health care company which was sold to CVC Private Equity. A year later the aged care and retirement village component was spun out to the UK multinational Bupa. Mr Forsberg was Chief Financial Officer 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 Chief Financial Officer 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

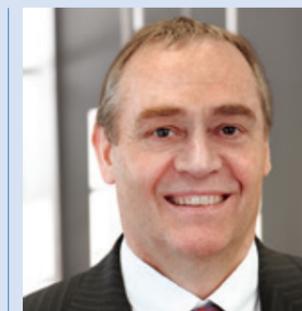
Prior to her appointment with St Vincent's Health Australia in October 2010, Ms Muir held the role of Group Manager Strategic Development for St John of God Health Care – a role she held since 2007. Ms Muir has held numerous senior leadership roles for St John of God Health Care since 1995 including 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, St Vincent's Health Australia

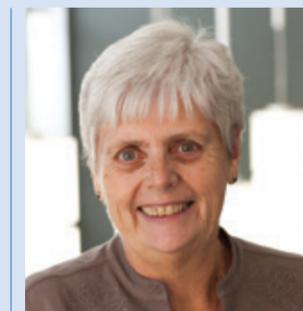
Prior to joining St Vincent's Health Australia in November 2010, Dr Pantle served as the Director Clinical Practice Improvement for the NSW Clinical Excellence Commission: a statutory health corporation with responsibility for building capacity for quality and safety improvement and reporting to the 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 are 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. RN, Dip Theological Studies, Grad Dip Theology (Mission Spirituality), Dip App Sc (Nursing Administration), Cert in Cardiothoracic Nursing, Cert in Human Development, Dip App Sc (Counselling), Grad Dip in Experiential and Creative Arts Therapy. She has previously served on a number of Boards including St Vincent's Hospital Melbourne, St Vincents & Mercy Private Hospital, and St Vincent's Health Australia National Board.

Our performance

Report from Group Manager Legal and Governance

The 2011-2012 year was one of consolidation as St Vincent's Health Australia built upon the implementation of the outcomes of the governance review and the formation of a single board to guide the health ministry of Mary Aikenhead Ministries. Three areas of focus for the Board for the 2011-2012 year included the development of a five year strategic plan, consolidation of St Vincents & Mercy Private Hospital fully into the St Vincent's Health Australia group and the implementation of a board review process to take stock of how far the Board and the organisation had come, and to prepare for the challenges and opportunities that still lie ahead.

The Board farewelled Sr Helen Clarke RSC as a director in December 2011. We are, however, grateful that Sr Helen will remain a committed leader of the health ministry through her appointment in January 2012 as a Trustee of Mary Aikenhead Ministries. In February 2012 the Board was pleased to welcome two more Sisters of Charity as directors with the appointments of Sr Maryanne Confoy RSC and Sr Maureen Walters RSC.

Last year I reported that the Board, on 31 March 2011, 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, who conducts St Vincent's Private Hospital, Mercy Private Hospital and Vimy Private Hospital, joined the St Vincent's Health Australia group as a wholly owned subsidiary of St Vincent's Health Australia. In December 2011, as a reflection of that change, the company conducting the hospitals changed its name to St Vincent's Private Hospital Melbourne Limited with the three facilities operated by the company changing their trading names to St Vincent's Private Hospital East Melbourne (previously Mercy Private Hospital), St Vincent's Private Hospital Kew (previously Vimy Private Hospital), and St Vincent's Private Hospital Fitzroy (previously St Vincent's Private Hospital).

In the second half of 2011 the Board worked with Integrity Governance to conduct a Board Effectiveness review. This review, whilst being conducted only 12 months after the implementation of the new governance structure, was undertaken primarily to identify how the Board was positioned at this early stage of its corporate life. In effect, the review facilitated the Board to reflect on the journey travelled to date and consider the challenges that remain. The review was tailored to the specific issues relevant to the Board such as St Vincent's Health Australia's:

- Alignment with the Mission, the Ethical Framework of Mary Aikenhead Ministries, and Catholic identity;
- Status as a company limited by guarantee;
- Complex company structure; and
- Relationships with the four regions across the organisation.

Following the review, an action plan was developed that identified positive steps for both Board and individual director future development, building on the successful foundations already established.

The 12 directors who served on the St Vincent's Health Australia Group Board during the 2011-2012 year include:

- Mr John Gurry (Chair)
- Fr Frank Brennan SJ AO
- Sr Helen Clarke RSC (resigned 9 December 2011)
- Sr Maryanne Confoy RSC (appointed 6 February 2012)
- 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
- Sr Maureen Walters RSC (appointed 6 February 2012).

The St Vincent's Health Australia Group Board met on 13 occasions in the 2011-2012 year. Five key committees exist to support the Board. These five Board committees are:

- Audit and Risk Committee (Chair Mr Paul Robertson until 14 April 2012; Mr Gary Humphrys appointed 14 April 2012)
- Finance and Investment (Chair Ms Belinda Hutchinson)
- Mission, Advocacy and Community Relations Committee (Chair Sr Helen Clarke until 9 December 2011;

Fr Frank Brennan appointed 9 December 2011)

- 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 and comprising the:

- Group Chief Executive Officer
- Group Leader Mission
- Group Chief Financial Officer
- Group General Manager Clinical Governance and Chief Medical Officer
- 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 Vincent's Private and Mater Hospitals
- Chief Executive Officer St Vincent's Health Network Sydney
- Chief Executive Officer St Vincent's Hospital Melbourne
- Chief Executive Officer St Vincent's Private Hospital Melbourne.

The St Vincent's Health Australia Group Executive meets monthly and provides assistance in ensuring that the activities of the health service 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 Chief Executive Officer with respect to decisions authorised under the delegations manual.

The next 12 months for St Vincent's Health Australia promises to be an exciting time as the organisation builds on the strong foundation we have created in order for the Board and the Executive to further 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

St Vincent's Health Australia Board and Committees

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 12 wholly owned subsidiaries and one joint venture.

Director	Eligible to attend	Attended
Mr John Gurry (Chair)	13	12
Fr Frank Brennan SJ	13	11
Sr Helen Clarke RSC	7	7
Dr Maryanne Confoy RSC	5	4
Mr Brendan Earle	13	12
Ms Patricia Faulkner	13	11
Mr Gary Humphrys	13	12
Ms Belinda Hutchinson	13	12
Mr Paul Robertson	13	12
Prof Peter Smith	13	12
Mr Greg Sword	13	12
Sr Maureen Walters RSC	5	5

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 of St Vincent's Health Australia and strengthening the 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 (Resigned as Chair 9 December 2012)	3	3
Fr Frank Brennan SJ (Appointed Chair 9 December 2012)	5	5
Ms Patricia Faulkner	5	4
Dr Maryanne Confoy RSC	2	0

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 (Resigned as Chair 14 June 2012)	6	6
Mr Gary Humphrys (Appointed Chair 14 June 2012)	6	6
Ms Belinda Hutchinson	6	6
Mr Greg Sword	6	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)	6	6
Mr Brendan Earle	6	6
Mr Paul Robertson	6	6
Mr Greg Sword	6	5

Quality and Safety Committee

The purpose of the committee is to assist the Board in the effective discharge of its responsibilities related to ensuring effective clinical governance and safe quality delivery of services across St Vincent's Health Australia group facilities in accordance with the mission and values of the organisation.

Director	Eligible to attend	Attended
Prof Peter Smith (Chair)	6	4
Sr Helen Clarke RSC	3	3
Ms Patricia Faulkner	6	6
Mr John Gurry	2	2
Sr Maureen Walters RSC	2	2

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 in accordance with the mission and values of the organisation.

Director	Eligible to attend	Attended
Mr John Gurry (Chair)	4	4
Fr Frank Brennan SJ	4	4
Mr Brendan Earle	4	4
Prof Peter Smith	4	2

Our performance

Report from Group Leader Mission

The importance of chaos in transition leading to transformation

The vision, mission and values of St Vincent's Health Australia have always been, and continue to be, at the heart of our ministry of health and aged care. Over the last couple of years St Vincent's Health Australia has undergone significant change in our governance and leadership arrangements. It has been a time of transition. With all transitions and change can come a feeling of chaos, a perception where nothing looks the same, where organisational relationships as we have known them seem to be breaking down. There can be a feeling of loss and grieving.

Margaret Silf in her book *The other side of chaos: Breaking through when life is breaking down* poses some challenging questions.

"What lies on the other side of chaos? Can an apparently negative experience of change be, for us, too, the catalyst for a new beginning, calling us forward into deeper freedom? No one knows and no one can predict. We will discover what new growth may be sprouting in our lives, only if we risk the journey that takes us, like time reluctant travellers hurtling through the uncharted universe of change," (Loyola Press, Chicago 2011).

However, for St Vincent's Health Australia, our remarkable people – the many hearts, faces and hands that are the fabric of our health and aged care ministry – have continued to focus strongly on our mission and values, and have given exceptional care, offering hope to all who have come to us seeking help. For us to be able to offer this exceptional care, the exercise of good stewardship of our resources to be used for the common good remains at the forefront of our discernment and decision making.

During this time of change and transition we took the opportunity to review the identity statements that articulate our heritage, future direction and practice. These statements include our mission statement, our values and our care statement. These reviews followed the renewal of our vision statement in 2011. In reviewing our identity statements, we engaged with 1,200 staff from across the whole of our health and aged care services including volunteers, Board Members, our Community Advisory Committee members, and the Trustees of Mary Aikenhead Ministries. These discussions were open, respectful, enthusiastic, and were seen as an opportunity to revisit the core reason for our existence.

In this report it gives me great pleasure in being able to proclaim our new identity statements and I take the opportunity to thank all those who have contributed to the richness of the discussion. I particularly wish to make special mention of our Directors of Mission and Mission Integration Managers who helped lead many of the sessions.

Our Vision

To lead transformation in health care inspired by the healing ministry of Jesus.

Our Mission

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

We draw on the talents of our people and collaborate with others who share our vision and values to continue the pioneering spirit of Mary Aikenhead and the Sisters of Charity. We are committed to providing compassionate and innovative care, enabling hope for those we serve.

Our Care is

- Provided in an environment underpinned by our mission and values
- Holistic and centred on the needs of each patient and resident
- High-quality, safe, and continuously improved to ensure best practice
- Innovative and informed by current research using contemporary techniques and technology
- Delivered by a team of dedicated, appropriately qualified people who are supported in a continuing development of their skills and knowledge
- Provided with a commitment to a respect for life according to the Gospel

Always mindful that we are the health and aged care ministry of Mary Aikenhead Ministries, the values and virtues of our governing body are interwoven into the identity of St Vincent's Health Australia.

Our commitment to those who experience vulnerability and disadvantage is unwavering. Besides contributing to our Community Outreach Programs, St Vincent's Health Australia now seeks to take this commitment a step further as we develop our Social Justice through Health Programs. Central to these programs are the principles of Catholic Social Teaching, in particular that of a preferential option for the poor, interlinked with an examination of the social determinants of health. Our three focus areas for these programs are Aboriginal and Torres Strait Islander Health, Homeless Health, and Asylum Seeker in the Community Health. I take this opportunity to acknowledge Ms Julie Morgan Group Manager Social Justice – Policy and Practice for her passion and commitment that will ensure our vision for these programs will come to life.

We have continued to develop our relationship with Reconciliation Australia. This year we presented our first Reconciliation Action Plan Report and responded to an invitation by Reconciliation Australia to co-host a special event in Melbourne during Reconciliation Week. This gave us the opportunity to celebrate with many Aboriginal and Torres Strait Islander Communities in Melbourne and to share health initiative achievements. An invitation has been extended to St Vincent's Health Australia by Reconciliation Australia to be a founding member in the inaugural Health Ring of the Reconciliation Industry Network Group. This will enable us to join with other health providers to determine how we might work together to provide high quality health care in partnerships with Aboriginal and Torres Strait Islander peoples.

In conclusion it is true to say that during this time of transition, our people who are the fabric of St Vincent's Health Australia, led by our Board, the Group Chief Executive Officer Dr Tracey Batten, our Regional Chief Executive Officers, and our Senior Leadership Team, have focused clearly on our vision, mission and values. In a spirit of love and hope, they are enabling transformation in health care inspired by the healing ministry of Jesus.

In the words of Margaret Silf, "Transition gives us a chance to make a new start, to cherish the best of the past, yet risk the better of a future still unknown, to know that to make that future 'better' is a task that lies in our own domain, and depends on our own choices."

**Sr Leone Wittmack RSC,
Group Mission Leader**

"Transition gives us a chance to make a new start, to cherish the best of the past, yet risk the better of a future still unknown, to know that to make that future 'better' is a task that lies in our own domain, and depends on our own choices," Margaret Silf.

St Vincent's Health Australia Strategic Direction 2012-2016

St Vincent's Health Australia's Strategy was launched in November 2011 and represents the first national strategic plan following the governance changes instituted in October 2010. St Vincent's Health Australia's five year strategy is our plan to deliver our mission, uphold our exceptional quality care, invest in our people, and continue to strengthen and grow our services within our local environment and communities.

As a precursor to developing the strategy, it was desirable to clearly identify the current status, objectives and strategies of the existing organisation, as well as, undergo a wide strategic consultation process to seek the advice and views of numerous stakeholders to ensure that our direction was informed by the best intelligence available. Over 250 individuals from within St Vincent's Health Australia and the wider community (Church, government, universities, research institutes, industry bodies, and Catholic and private health and aged care providers) participated in the consultation process, providing a rich source of information, insight and advice as to how we might strengthen and grow our mission.

This process led to our resulting vision, *Leading transformation in health care inspired by the healing ministry of Jesus*, providing the organisation with a clear sense of purpose to guide the ways in which we will plan and respond to the health and aged care needs of the Australian community. The process also identified the four Key Result Areas which will underpin our strategy and assist us in delivering our vision and mission. They are:

- Mission and Social Justice
- Exceptional Care
- Remarkable People
- Sustainability and Growth.

Across the Key Result Areas there are 14 goals with 33 objectives and 70 priorities for action. These targets have been determined to guide the organisation while being mindful of the resources available to realise our aims and the need to remain responsive to a dynamic health environment.

The next step has been the development of a broader business and operational planning process which will enable us to translate our long-term strategic goals into day-to-day operations. This has been achieved through the development of the first in a series of five annual Group Operational Plans which outline succinctly the tactical actions we will pursue each year. To support the planning process, a synchronised alignment has been established across all operational layers of the organisation. This effectively means all plans across our regions now reflect the vision, strategic goals and objectives that exist within the group strategy and annual Group Operational Plan.

To further support this process a broader monitoring, performance and risk framework has been set in place to track the effective implementation of the objectives. These include a Quarterly Operational Plan Progress Report which monitors the delivery of our agreed objectives and initiatives; the Balanced Scorecard of Key Performance Indicators



Our plan is to deliver our mission and uphold exceptional quality of care.

which is centred around our four Key Result Areas and monitors our achievement on set targets and benchmarks; and, the Strategic Risk Profile which continually assesses the environment which impacts our the ability to deliver our strategy.

In addition to the strategic management process an extensive review, analysis and engagement process was also undertaken to inform the growth and development strategies across our services. The review culminated in a series of three reports that identified the greenfield, brownfield, acquisition and development opportunities across the public hospitals, private hospitals and aged care facilities.

With endorsement by our Board and the Group Executive Committee the reports articulate the five year roadmap outlining the priorities that will strengthen and grow our services and align the strategy with St Vincent's Health Australia's resources and expenditure, all of which are now reflected in the operational planning process.

St Vincent's Health Australia's five year strategy is our plan to deliver our mission, uphold our exceptional quality care, invest in our people, and continue to strengthen and grow our services within our local environment and communities.

outpatient
occasions
of service

789,460



16,053

remarkable
people

Our Key Result Areas

1. Mission and Social Justice

Social Justice through Health Program

Living in a broom cupboard under a stairwell sounds like a clip from one of the *Harry Potter* films; however, it was the reality for an elderly man living in one of the many boarding houses near one of our St Vincent's Health Australia hospitals. For Tom (not his real name), the cupboard is at least inside and is probably a whole lot better than many of the other places where he's had to sleep. This type of 'accommodation' is called secondary homelessness, one step up from sleeping rough on the streets, yet it's hardly secure. Tom has no furniture, kitchen or bathroom, it's not a dignified way to live, and it makes his general health and mental health so much worse and harder to treat. And yet St Vincent's Health Australia's clinical and program staff manage, every day, to reach out to people like Tom through services that are taken directly to him and which also make it easier and safer for him to feel welcome when he comes out of the cupboard and into our hospital.

Caring for people who are experiencing homelessness is part of our DNA at St Vincent's Health Australia. But the new Social Justice through Health Program, a priority area within Mission and Social Justice, enables clinical staff and researchers, our leaders, and our Mission and program managers to come together in a new way, learning from each other and from experts from beyond St Vincent's Health Australia, enabling us to extend our health outreach and to tackle some of the underlying social drivers and causes of homelessness. We believe that it is this aim of working towards long-term and deep change that helps us demonstrate an intelligent and compassionate commitment to the most vulnerable.

The Social Justice through Health Program echoes the life and work of Mary Aikenhead as she responded to the health concerns of the poorest of the poor in Dublin. Mary Aikenhead not only provided immediate care for the poor of Ireland but challenged Irish parliamentarians to address the social drivers of ill-health including access to clean water and safe living conditions.

The Social Justice through Health Program will focus on developing health programs for people who experience health and social vulnerabilities such as Aboriginal and Torres Strait Islander peoples, those who experience chronic homelessness, and those who are asylum seekers in the community – especially those who do not have Medicare eligibility.

The Social Justice through Health Program's achievements to date include:

- Exploring the potential of partnerships in the Northern Territory so that St Vincent's Health Australia might strengthen our contribution to Closing the Gap in the life expectancy between Aboriginal and non-Aboriginal Australians;
- Bringing specialists from within St Vincent's Health Australia and from external organisations together to plan health programs for Aboriginal and Torres Strait Islander peoples, homeless people, and asylum seekers in the community;
- Establishing and building links with peak Aboriginal health organisations;
- Initiating a scoping study into the health needs of asylum seekers in the community especially those who do not enjoy Medicare eligibility;

- Forging links with the nation's leading thinkers and researchers into the Social Determinants of Health; and
- Partnering with key social service providers working with asylum seekers.

Over the next 12 months, the Social Justice through Health Program will become embedded in the way that we plan health services at the local level. This has begun with various initiatives such as forging links with Aboriginal aged care facilities in Queensland, and developing new outreach services for homeless people in boarding houses needing rehabilitation or palliative care.

Our partnerships with Catholic Care in the Northern Territory around capacity strengthening in mental health and addiction will be formalised – this will be particularly important for workers in Wadeye, a remote community in the Northern Territory, where the fracture lines within and between families are deep and corrosive and yet where there is also hope that change is on the way.

Our focus in the year ahead will be to build synergies across the group, and develop best practice models in the design and delivery of evidence-based health programs for people in the three population groups on whom we are focusing our efforts. We call this way of working towards social justice 'the person-centred systems approach to deep change'. Mary Aikenhead would probably just say it was sensible.

St Vincent's Health & Aged Care in Queensland is developing a strong relationship with the Aboriginal & Torres Strait Islander Community Health Service (ATSICHS), Brisbane. Through its various programs ATSICHS provides primary health care, aged care, family and child safety services and Indigenous youth health services. Further, Caritas Care is building collaborative relationships with Jimbelunga Aged Care Services and with Nareeba Moopi Moopi Pa, an Indigenous aged care service on North Stradbroke Island operated by North Stradbroke Island Aboriginal & Islander Housing Co-operative Society. As we build relationships with these groups we will enhance and foster capability and resources that will promote sustainable practice in the areas of health care and education.

Our goal in establishing these relationships is to better understand the needs of those within these communities and to identify areas in which we can offer support. We are looking to establish genuine partnerships that will benefit the community and respect the culture and traditions of those we seek to serve.

The Social Justice through Health Program echoes the life and work of Mary Aikenhead as she responded to the health concerns of the poorest of the poor in Dublin.

Brisbane Common Ground Initiative – Five Companies 50 Lives

St Vincent's Hospital Brisbane has joined with Micah Projects in support of a groundbreaking campaign to house and support people who are homeless in Brisbane. So far the campaign has housed 91 vulnerable people who were sleeping rough, many of whom haven't had a place to call home in decades. The aim of the campaign is to bring government and community agencies together to match people with housing, health care and support service resources. Support teams are in place to assist individuals to find what they need to maintain their housing and prevent recurrent episodes of homelessness.

A holistic approach to providing health care to homeless persons

Health care for the homeless has been a particular focus for St Vincent's Health Network Sydney. A range of St Vincent's Hospital departments are working in unison to provide one integrated and cohesive model of care for the homeless. A multi-speciality Assessment and Coordination team has been established which has created a single telephone number for all homeless health referrals, streamlining access to services. The hospital received generous support from the State government with respect to its homeless health initiatives. A recent example was funding to create a Homeless Healthcare Centre, to be known as Tierney House.

Services in Tierney House will include sub-acute medical care centre, including post-surgical recovery and convalescence following an inpatient admission, stabilisation of treatment programs, and sub-acute care for individuals with mental health problems. By facilitating collaboration in care planning between health specialties and other community agencies, Tierney House will offer an assertive and holistic approach which aims to generate more sustainable change to help break the cycle of homelessness.



Generating sustainable change to help break the cycle of homelessness.

So far the campaign has housed 91 vulnerable people who were sleeping rough, many of whom haven't had a place to call home in decades.

Outreach to those seeking asylum

St Vincent's Hospital Toowoomba is exploring new opportunities to support asylum seekers and refugees as part of its mission and social justice strategy. Leaders from a number of local agencies including the Catholic Education Office, Centre Care, Lifeline and staff and executive from St Vincent's Group Office and Toowoomba have met on several occasions with the aim of improving the health and wellbeing of those newly arrived to the area. The Director of Clinical Services has subsequently been appointed to a national committee to continue the deliberations on a group wide basis to enhance the health and wellbeing of asylum seekers.

Caring for people living with HIV

St Vincent's Hospital Melbourne's Restoring Health Program saw an opportunity to extend its services to people living with HIV. In Victoria around 5,500 people are living with HIV. Those who access St Vincent's services generally have different socioeconomic characteristics to others living with HIV in Victoria. St Vincent's patients tend to be women, generally older and more likely to be from a culturally and linguistically diverse background. This often leads to difficulties accessing community HIV services.

St Vincent's developed the HIV Model of Care program to provide holistic care to manage HIV, daily routines, and issues surrounding being HIV positive in the community. St Vincent's forged working relationships with agencies such as the Melbourne Sexual Health Clinic and the Centre for Culture, Ethnicity and Health to give patients more seamless access to the services that these agencies, and others, provide.

In addition, information for every patient is stored in a central database to facilitate easy retrieval and access to authorised staff from different locations. Client progress notes, treatment and care plans, goals and demographic details are all easily accessed and reminder systems can be set up to ensure tasks are followed through.

Formation in mission

Introduction to the Mission of the hospital has always been a key component of the orientation of new staff at St Vincent's Private Hospital Melbourne. In a survey of staff taken this year, 62 per cent of staff indicated that the hospital's mission and values played a significant part in their decision to work at St Vincent's Private. Eighty-five per cent reported alignment of the organisation's values with their personal values. Telling the story of the Sisters of Charity in the history of health care in Melbourne continues to set the scene for the healing ministry today and is the basis of the values based culture on which our care is built.

St Vincent's Private Hospital Melbourne moved to full ownership by St Vincent's Health Australia in March 2011.

Throughout 2011 and 2012 staff have warmly embraced the mission direction and culture of St Vincent's Health Australia when previously, as a joint venture, they shared in the story of Mercy Health and Aged Care.

Mission and Pastoral Care internship

Encouraging people to consider a career in Pastoral Care has long been a challenge for Catholic and other faith-based health services. St Vincent's Health & Aged Care in Queensland has responded by instituting an internship employing Tamara Gillies in a new role in Mission and Pastoral Care. Her first six months have been spent face to face at Villa La Salle, Southport with patients and their families. As the position grows Tamara will play a major role in two new projects relating to cultural diversity within the workforce. The internship is about learning the ropes in a hands-on manner. Tamara will spend six months working in our acute and sub-acute hospitals so that she has a good understanding of all facilities within Queensland.

'No Interest' health care payment plan

Australia's health care landscape is fraught with challenges limiting the choices of individuals. St Vincent's Hospital Toowoomba has responded to the challenge of supporting access to care for those in immediate need. The *Certegy Ezi-Pay Express: No interest health care payment plan* is a manageable option for people who may otherwise delay medical procedures due to issues accessing immediate funds.

When challenged to find a product to enable self-insured or non-insured families of the Darling Downs to access excellent and efficient medical services, St Vincent's Hospital Toowoomba's Administration Manager Helen Radford discovered that no such product was available in Australia. Her ensuing mission-oriented discussions with Certegy Ezi-pay resulted in a landmark initiative for both organisations, with the development of an option offering patients an easy choice when considering health and wellness needs.

St Vincent's Hospital Toowoomba is proud to be the first Australian hospital to develop and implement the program in conjunction with Certegy. Plans are underway to further market this product within the aged care and public paediatric arenas of this region and beyond.

Outreach to the community

A key social justice initiative at Christmas was the decision by St Vincent's Private Hospital Melbourne to replace the Christmas gift of wine to Visiting Medical Practitioners with a donation to The Wellington, a drop-in and social integration centre in Collingwood. The Wellington addresses cultural and social isolation, which is often evident among those living in high density inner city accommodation. The hospital provides food for The Wellington which gives local residents in need of support an opportunity to meet and share over a meal. Their kitchen was in a sad state of repair and with the assistance and support from some of the hospital's contractors, St Vincent's Private Hospital Melbourne renovated the kitchen. Letters of support from doctors as well as individual donations for the project were evident recognition of the hospital's social accountability initiative. The Wellington engages in partnerships with other health and community services to deliver a number of care and support programs.



The hospital provides food giving local residents in need of support an opportunity to meet and share over a meal.

Enabling access to care for those in regional Australia

As part of our mission, which includes providing outreach to communities in need, St Vincent's Private & Mater Hospitals Sydney has been looking at ways to support regional and rural communities where access to health care is compromised by remoteness, socioeconomic factors or workforce shortages. This has resulted in St Vincent's Private & Mater Hospitals partnering with the Griffith community to establish the Griffith Community Private Hospital. Further details of this initiative are outlined elsewhere in this report. Helping regional and rural communities to access better health care was, and will continue to be, the central driver in our decision to become part of this project which commenced in 2009.

Use of art in healing

When families enter St Gabriel's Ward at St Vincent's Hospital Toowoomba, the first thing they notice are the smiling fish, twinkling starfish and grinning octopi that adorn the walls of the Paediatric Unit.

And while most people may think the colourful artwork by renowned artist Kendall Perkins is there merely to distract the hospital's youngest patients, there are deeper philosophical reasons for creating this cheerful atmosphere.

St Gabriel's Nurse Unit Manager Grace Luder said, "It is lovely and bright in here, which seems to help the children heal faster and their parents relax more and see the hospital as a friendly place for the family and less of a cold, sterile environment."

The ward's innovative model of care, including the extensive use of art murals and colourful historical displays to establish an optimal environment for healing, has earned St Gabriel's international acclaim. St Vincent's Hospital Toowoomba was invited to showcase the project to an international audience at the *Art of Good Health and Wellbeing Conference* at the National Gallery of Australia in Canberra in November 2011.

Our Key Result Areas

2. Exceptional Care

The health and aged care services of St Vincent's Health Australia have a proud tradition of providing excellence in care. We are committed to ensuring that the provision of exceptional care continues to be a hallmark of our services. As part of our strategic direction, St Vincent's Health Australia will look to provide truly patient and resident-centred health care, effective clinical governance and promote a culture of 'no harm'. We will become a provider of choice. St Vincent's Health Australia will continue to pursue excellence in clinical education and training, and excellence in research enabling innovation in health care, prevention of disease and limiting the impact of disability.

St Vincent's Health Australia has developed a Clinical Governance program with the structures and processes in place to ensure that the care provided to all patients, residents and their carers, is safe and of the highest quality available. Actions to achieve this goal include at all St Vincent's Health Australia organisations include:

- Accepting shared responsibility for the quality and safety of clinical care provided within each organisation
- Supporting the development and implementation of clinical governance systems, structures and processes to make sure each organisation is improving the quality of clinical care
- Encouraging and supporting both the clinical and non-clinical workforce to be involved in quality activities and recognise their efforts when they do this
- Ensuring that the non-clinical workforce understand that they have a role in contributing to the safety and quality of care provided to patients, and to provide ways for them to fulfil this role.

The key result area for Exceptional Care includes key performance indicators designed to ensure a standard of excellence, quality and safety in care for all patients and residents accessing St Vincent's Health Australia's services. Over the next five years, St Vincent's Health Australia plans to set the standard on exceptional care and to deliver the best experience to our patients and residents. It is acknowledged that there is no shortage of challenges in the effort to deliver against these targets, however the plan has set a number of priorities and milestones that encompass best practice methodology and innovation. The goals for realising Exceptional Care include:

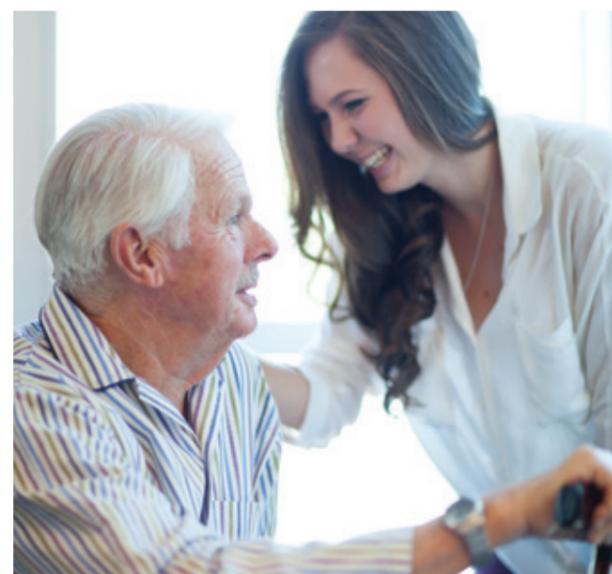
- Patient/resident centred health care empowering patients to be active participants in their health care journey
- Effective clinical governance system to create a just and transparent culture and to actively manage patient/resident safety and quality risks
- Excellence in clinical education and training whereby the training programs facilitate the development of remarkable clinicians equipped to meet the health service demands of the community
- Work in partnership with clinicians and referrers to be a provider of choice
- Support and foster research and innovation to be a leader in research excellence.

One of the major projects in the past year has been the development of a policy to guide Clinical Credentialing and Defining the Scope of Practice that brings existing facility By Laws and Credentialing and Scope of Practice policies into alignment across the group. This will ensure consistency and clear and transparent processes for the appointment of clinicians across all St Vincent's Health Australia services while continuing to ensure individual facilities comply with their respective regulatory and legal obligations in each State. The St Vincent's Health Australia By Laws have been approved by the Board and are now implemented across each facility and service in the group.

Recognising excellence

The past year saw the continued development of the annual St Vincent's Health Australia Quality Awards. The awards are a wonderful opportunity to join with staff from across the health service to celebrate excellence and innovation in care. St Vincent's is indeed fortunate to be staffed by people who are so clearly committed to living our mission in every aspect of their work. St Vincent's Health Australia has been providing health care services in Australia for over 155 years and the feedback from patients and their families is that our care is characterised by compassion and of the highest possible quality. This recognition however, comes with the responsibility to ensure that St Vincent's Health Australia continues to strive for excellence in the provision of care today and in the years ahead.

The St Vincent's Health Australia Quality Awards are an opportunity to celebrate not only the efforts of individuals and teams in providing exceptional, compassionate care to over one million patients and residents each year, but also to pause and reflect on the tradition of care of which we are all part. The awards were first instigated in 2006 and have become an important part of our annual calendar. This year we received 77 submissions from staff for 11 awards, the most nominations over the last seven years.



St Vincent's is fortunate to be staffed by people so clearly committed to living our mission.



The Hon Tanya Plibersek MP Federal Minister for Health meets with Sr Jacinta Fong RSC at St Vincent's Hospital Sydney.

In 2012, the award categories were extended to recognise excellence and innovation across the four key result areas of our strategic plan:

- Mission and Social Justice
- Exceptional Care
- Remarkable People
- Sustainability and Growth.

Further, there were two peak awards nominated by the Regional Chief Executive Officers: the Chairman's award for outstanding achievement by an individual, and the Chairman's award for outstanding achievement by a team.

In seeking to fulfil our mission, we have been faithful in following the lead of our Foundress Mary Aikenhead who said, "What we do, ought to be done well." In our work we aspire to realise excellence each day, ensuring that our actions are also characterised by our values of compassion, justice and integrity. Each individual and team nominated is to be congratulated and recognised for their efforts in furthering our important mission.

Mission and Social Justice

1.1 Mary Aikenhead Award

St Joseph's Pilgrimage in the footsteps of the Sisters of Charity – St Joseph's Hospital, Auburn

This project aimed to increase awareness of our mission, its Catholic foundations, stories of remarkable people and service to the sick, poor and marginalised. With strong executive support the St Joseph's Hospital 125 Years Working Party developed the program in consultation with an historian, archivist, experts and other stakeholders. The pilgrimage allowed staff and volunteers to experience our foundational story, the rich history, tradition, heritage, mission, values and service that the Sisters of Charity and their lay-workers set down.

The project leader reported a 'buzz' around the hospital on their return, so enthused and invigorated were they by what they had seen and heard. The history of the Sisters is all around us at St Vincent's Health Australia. The team at St Joseph's have thrown down the gauntlet to the rest of the group to develop similar pilgrimages around their own hospitals to keep the mission alive.

1.2 Living our Mission through our preferential option for the poor

Victorian Dual Disability Service – St Vincent's Hospital Melbourne

Consistent with the mission of working with the most marginalised, the Victorian Dual Disability Service has been delivering exceptional health care to one of the most vulnerable groups of people and their carers.

People with both an intellectual disability and a serious mental illness present and respond to treatment differently, compared with other people with a mental illness. Specialist services for mental illness and intellectual disability are quite separate service sectors. Hence there can be enormous challenges for people with both an intellectual disability and a mental illness when trying to access appropriate care.

The Victorian Dual Disability Service is a bridge between the two service sectors, providing expertise in the comprehensive assessment, diagnosis, treatment and management of people with intellectual disability and mental illness. The Victorian Dual Disability Service team delivers clinical consultancy, training and service development on an outreach basis to mental health and disability services across Victoria.

Exceptional Care

2.1 Patient, resident and client centred care

Making food and nutrition care a priority for patients – St Vincent's Private Hospital Sydney

This innovative project took its cue from Florence Nightingale who, in 1860 said, "Thousands of patients are annually starved in the midst of plenty, from want of attention to the ways which alone make it possible for them to take food". The aim of the project team was twofold:

- To provide optimal nutritional care and professional hospitality as a critical component of the patient's total clinical care package
- To engender a collaborative and coordinated approach to patient care

St Vincent's Health Australia has been providing health care services in Australia for over 155 years and the feedback from patients and their families is that our care is characterised by compassion and of the highest possible quality.



The team strived to bring a cutting-edge, system-wide patient safety initiative to fruition.

The team met this aim by trying first to understand the nature and extent of the problem. It is known that 30-50 per cent of patients in hospitals suffer from malnutrition and that food and nutrition care is a complex process. By looking at available data sources such as patient feedback, patient satisfaction surveys and their own quality activity data they found that there was confusion with staff roles, many meal issues were unresolved, there was patient disconnect from the process and that access to meals was an issue.

Their innovative approach involved first establishing a governance structure in campus Nutrition and Quality Committees. They also developed a Nutrition Care Policy with well defined roles and responsibilities. They implemented a Spoken Bedside Menu System with qualified Nutrition Assistants. They trained their meal delivery staff through a specially developed TAFE Meals Service training program. And they engaged a patient advocate to participate in menu development/sensory analysis. All within the framework of ACHS Nutrition Standards for hospital patients.

According to Mrs Beeton's *Cookery and Household Management*, first published in 1861, "There is no form of cookery that requires more thought and care than that intended for the diet of the sick." The team are to be commended for addressing this important element of patient care.

2.2 A culture of no harm

Transforming medication safety with information technology (eMMS) – St Vincent's Hospital Sydney

Medication errors are the single greatest source of preventable harm to patients. A multi-disciplinary team of hospital management, IT, clinical, nursing, pharmacy and research staff were determined to address this challenge. Drawing upon international experience, the team worked to be one of the first hospitals in Australia to implement an electronic Medication Management System.

The project required an outstanding level of commitment, ingenuity, collaboration, trial and error, and persistence. The team strived to bring a cutting-edge, system-wide patient safety initiative to fruition.

Through unity of purpose across all areas of the hospital, and a commitment to constantly evaluate and improve, the project has been an outstanding success. This was most recently demonstrated through a rigorous, published evaluation showing that the introduction of the system was associated with a 60 per cent reduction in prescribing errors and a significant reduction in serious errors. This provides a model for implementation across St Vincent's Health Australia.

2.3 Clinical governance

Get mobile with the Mobile Rehabilitation Team – St Vincent's Hospital Sydney

Managers in the subacute setting of St Vincent's Hospital Sydney identified the need for an early acute multi-disciplinary rehabilitation model of care. This need was based on evidence for the benefit of early rehabilitation in other settings (including stroke, spinal and injuries, fractured neck of femur); the problem of complications resulting from prolonged bed rest and de-conditioning impacting on patient length of stay and quality of life; and pressure on hospital beds in the acute setting (St Vincent's Hospital) and subacute setting (Sacred Heart Rehabilitation Service).

The purpose of this project was to:

- Develop an innovative approach to rehabilitation in the acute setting, providing patient-centred, quality, evidence-based multi-disciplinary rehabilitation management.
- Improve patient function, reduce length of stay and complications of bed rest and facilitate smooth discharge planning.
- Produce a paradigm shift, incorporating rehabilitation care within the acute care setting.

In collaboration with a multi-disciplinary team in both rehabilitation and acute teams across the hospital, a unique innovative model of care was developed to provide the best possible health care, with high quality, safe, early intensive rehabilitation care within the acute hospital.

Commencing in late 2010, the Mobile Rehabilitation Team (MRT) offered services hospital-wide. Over the first ten months, there were 192 admissions received mainly from haematology, cardiology and cardiothoracic surgery, a 94.1 per cent occupancy rate, and an average length of stay of 11.3 days. The average patient age was 64.7 years, with the biggest age group represented being patients aged 80-89 years (over 25 per cent). The most common impairments leading to admission were de-conditioning resulting from medical or surgical illnesses (45 per cent). It was felt that the MRT filled an unmet need in the cognitively intact older patient.

At the end of the MRT program, two-thirds of patients were discharged directly to home, avoiding the need for an additional inpatient rehabilitation admission, 10 per cent were transferred to inpatient rehabilitation and 15 per cent remained in the acute setting. The number of referrals to inpatient rehabilitation has been reduced by 6.5 per cent following the introduction of the MRT.

Through the implementation of this innovative multidisciplinary early rehabilitation program, improvements have been realised both at the individual patient level through improving individual patient outcomes (health and functional status). The program has also noted an improvement in patient flow in the hospital with broad ranging benefits throughout the hospital and the greater community. This service represents a successful trial of a novel approach to early rehabilitation in the acute setting.

2.4 Research excellence

Early psychosis program – St Vincent's Hospital Melbourne

The Early Psychosis Program is an evidence-based program adopting international best practice literature and clinical guidelines through robust development of protocols to facilitate, monitor and evaluate quality practice as standard care. The integrated service model focuses on access and inclusiveness for all consumers, rejecting the Australian standard model of specialist teams exclusively for people 16-25 years.

The purpose of this project was to evaluate the effectiveness of the Early Psychosis Program (EPP) in meeting the program's aims of improved community accessibility, phase and stage-specific treatment and continuity of care through a sustainable model.

The objectives of the St Vincent's Early Psychosis Program evaluation were:

- To evaluate the implementation of clinical practice guidelines, through use of a care pathway, in the initial stages of treatment of first episode psychosis
- To examine treatment outcomes for consumers with early psychosis two years after the introduction of an integrated model compared with an historic cohort
- To investigate the model of multiple family carer group work most responsive to the needs of carers of consumers experiencing first episode psychosis



We have enormous potential in our staff.

- To longitudinally evaluate the impact and utility of an inpatient psychoeducational meeting designed for families of consumers experiencing first episode psychosis.

Benchmarked against interstate and overseas fidelity studies, the Early Psychosis Program demonstrated superior results for client engagement, physical examination and monitoring, atypical antipsychotic medication use, consumer and family psycho-education and General Practitioner involvement.

Further, audited against an historic cohort, there are statistically significant improvements in consumers' experience of care in reduced numbers admitted to hospital, and reduced use of involuntary status and the locked ward. The findings of the evaluation of the St Vincent's Mental Health Early Psychosis Program have been published in *Journal of Evaluation in Clinical Practice*, *European Psychiatry*, and the *International Journal of Social Psychiatry*.

Remarkable People

3.1 Maximise and enhance the talent of our people

Promoting small "I" leadership and followership in Social Work – St Vincent's Hospital Melbourne

The development of the program was based on the premise that we have enormous potential in our staff, however this skill development requires nurturing and the right opportunities. The development of the idea was seen as an opportunity to enhance leadership capabilities and to add value professionally and at an organisational level. Management within the Social Work Department recognised this need and understood that 'stars are made and not born' and they looked for a way to nurture that potential.

Interested staff were invited to submit a CV and written expressions of interest to participate in the program. Each applicant proposed a project that was aligned to the strategic directions 2011/2012 of the hospital, the social work department and the Aboriginal Hospital Liaison Officer programs, aligned to their core clinical responsibilities and which could be deliverable within their workload. Participants needed to be able to allocate 50-60 hours to the program over the course of the year. Successful applicants were required to design, implement and evaluate their project over the course of 12 months.

Four projects were developed as one of the major outcomes of the program:

- The Homeless Inpatient Project focussed on length of stay, continuity of care issues and resource development for homeless patients admitted to acute units at St Vincent's. This project has since obtained a St Vincent's Research Endowment Fund Grant for 2012 to focus on a particular demographic of homeless patients and the interface of hospital length of stay.
- You Matter Too: The Cancer Carers Project is focussed on supporting and informing carers of patients diagnosed with cancer. A carer information package has been developed as well as a presentation to be used in carer psycho-educational sessions. The carer session will be developed into a manual.

- The Implementing Evidence Based Practice in Psychosocial Care in Stroke Social Work Project is progressing key clinical practice guidelines and state wide policy directions in the clinical stroke arena.
- The Aboriginal Patient Pathways Project implemented a Discharge Cheat Sheet and lanyard card in response to Closing the Health Care Gap directions and the SVHA Reconciliation Action Plan 2011.

Participants found the program to be an overwhelming success for them both personally and professionally. Access to senior people helped participants understand the organisation's business and vision more broadly. Guest speakers were seen as high calibre and viewed as role models. Skills and knowledge gained during the program assisted with progressing projects and has had applicability in day to day clinical practice. Overall the results highlight that the benefits of the program were about more than the project outcomes, and while these were very important, all participants spoke about the learning process and their development being just as valuable.

Participants found the program to be an overwhelming success for them both personally and professionally.

3.2 Provide a safe work environment that actively promotes health and wellbeing

Police protocol for health care facilities: A collaborative approach – St Vincent's Hospital Melbourne

St Vincent's Hospital Melbourne, in collaboration with Victoria Police, have devised a safe procedure for police and health care professionals attending Emergency Departments with violent patients, inclusive of the use of capsicum spray in health care settings.

In 2011 two significant incidents occurred within St Vincent's Hospital involving the release of capsicum spray by Victoria Police into patient care areas, causing major disruption to clinical care.

As a result of these incidents, a collaborative working group was established to risk assess existing protocol and procedures. The group was established with representatives from Victoria Police, as well as staff from St Vincent's Emergency Management Team, Emergency Care Centre, and Security Services.

The working group's final outcome was the development of a training guide for Victoria Police regarding best practices when presenting with violent patients to Emergency Departments, with a strong focus on the correct use of capsicum spray inside health care settings.

St Vincent's Hospital and local police developed the content of the program in partnership. It was then adapted by Victoria Police and developed into an educational tool for Victorian Police Officers.



Fostering a shared understanding and ownership of our mission and values.

Sustainability and Growth

4.1 Environmental sustainability

CSSD Water saving – St Vincent's Private Hospital Melbourne

When looking for opportunities to support environmental sustainability, the engineering team at St Vincent's Private Hospital in Melbourne looked at ways of saving water in the hospital.

They were aware that with a large surgical throughput came a requirement for water to run the sterilising units to clean the surgical instruments. What is not apparent to most people is that clean drinking water is used to drive the vacuum pumps that drive steam into the system and then draw the steam out again at the end of the process. This water is lost into waste water.

This sterilisation process was found to use 600 litres of water per cycle which equated to 990,000 litres/month or 990,000 litres per machine per year. Newer and more expensive sterilising units now have recirculating water systems to drive the vacuum pumps but what to do when the majority of hospitals in Australia use the old "water-wasting" models?

The answer was to partner with an engineer to develop a system to recirculate the water and still create the same vacuum required in the sterilising cycle. This system eventually developed into a closed loop system where a small water tank stores water and a pump sends the water back to the steriliser unit to create the vacuum and then circles back to the tank. This negated the need for a continuous flow of mains water.

It is estimated that this project has saved the equivalent of five Olympic sized swimming pools of water in the last year – water which would have previously gone down the drain. A saving both to the environment and to the bottom line.





Dignity and confidentiality considerations are a priority.

4.2 Optimising our value

Certegy Ezi-Pay Express: A 'no interest' health care payment plan – St Vincent's Hospital Toowoomba

The Darling Downs region of south-west Queensland has been dramatically affected by harsh environmental and economic factors in recent years. Concerned at the potential for regional community members to compromise health outcomes due to financial hardship, St Vincent's Hospital Toowoomba General Manager and Administration Manager identified an unmet need.

Through research, a product was sought that enabled payment of surgical procedures over time – a mission-oriented product that considers the financial capacity of applicants who are seeking a "hand up" rather than a "hand out" when planning their health care needs.

Certegy Ezi-Pay Express is a direct-debit no interest payment plan introduced to St Vincent's Hospital Toowoomba in July 2010. Applicants are guided through the application process by a caring and compassionate St Vincent's Hospital Toowoomba staff member to ensure they understand all requirements of this service, including medical procedure costs and the ability to pay a 25 per cent deposit for services. Applications are submitted in person or online, and processed in minutes.

Successful applicants are able to schedule procedures with minimal waiting periods. Payment periods for procedures undertaken range from 12-24 months, depending on the ability of the applicant to make affordable repayments. Dignity and confidentiality considerations of the applicant are a priority throughout this process. To date, none of the patients have fallen behind in their payments.

Since introducing the product, both patients and doctors have provided encouraging feedback about the plan, with many acknowledging that it is the availability of a continuing credit plan for services that has helped to make the decision to advance a surgical or medical procedure. Between July 2010

and May 2012, 70 medical procedures have been undertaken from specialty areas of gynaecology, obstetric admissions, ENT, and ophthalmology.

The last 18 months has seen the Darling Downs region embrace the introduction of the Certegy Ezi-Pay health care payment plan. While this plan was primarily developed and implemented at St Vincent's Hospital Toowoomba as a mission response to the hardship experienced by families in this region, strong anecdotal evidence and application data suggest that the program is also being viewed as a means to have essential medical procedures performed without the lengthy waiting periods experienced within the public health system.

Chairman's award for outstanding achievement by an individual

Anne Collopy, Pastoral Care, St Vincent's Hospital Melbourne

Anne started in her role as a pastoral care practitioner at St Vincent's Hospital Melbourne in December 2005.

Since then she has worked in several clinical areas including ICU, ENT, plastics, vascular, haematology, oncology, general medicine and the Cancer Centre providing support and comfort to our patients and their families, in line with the mission and values of St Vincent's Hospital Melbourne.

Anne has also supported our staff, often at busy, crucial times. As one ICU physician said of Anne, "Knowing Anne is there to provide support to families relieves much of the burden from the medical and nursing staff who can focus on the patient's medical needs."

It is a unique person who can carry out this pivotal role in a pressured environment, and often Anne is needed to help reduce the suffering of families of patients who do not survive their illness. As one staff member commented, "Anne's job is tough, yet she is always there for the families. Her support is quiet, she is never in a hurry, and she really listens".

This year the staff of the ICU department nominated Anne to receive an Order of Australia Award, such is their appreciation of her and their acknowledgement of her gifts as contributing to our mission. The following testimonials compiled from a wide range of staff members attest to the extraordinary person we have as a part of the St Vincent's team:

"Anne Collopy has a sense of compassion and respect for staff and patients of St Vincent's Hospital, and society as a whole. She offers both grief counselling and pastoral care to patients, relatives and their friends when circumstances are at their most delicate. Her ability to offer her faith and understanding to the grieving is a gift that few could match."

"Anne gives to grieving families what medicine and science cannot. Her solid faith and kind approachable nature brings a calming influence to many situations within the hospital that medical staff greatly appreciate."

"Anne goes well beyond the call of simply being a pastoral carer. She has a beautiful gift when communicating with society and such a lady deserves recognition within the community for her efforts with humanity."

Anne also has wonderful leadership qualities and often conducts pastoral care education sessions for staff. She has

also led Services of Remembrance for staff and patients. Within the Pastoral Care department, Anne leads a weekly morning reflection and is involved in the planning process for annual team reflection days and retreats.

Going above and beyond, Anne conducted a research project into the pastoral care needs of the many rural and regional patients who attend St Vincent's Hospital Melbourne, and she presented this research at the Spiritual Care Australia Conference in 2010.

Anne certainly has the respect and admiration of not only her colleagues, but also our patients and their families, and as such she truly encompasses the mission and values that underpin our organisation.

Chairman's award for outstanding achievement by a team

The hand transplant team, St Vincent's Hospital Melbourne

On 24 March 2011, St Vincent's Hospital Melbourne had the privilege of performing Australia's first hand transplant for 65-year-old Peter Walsh. The transplant was made possible through the extraordinary generosity of the donor family, and the expertise of our team of surgical, medical, nursing, allied health, pathology and pharmacy staff who worked closely with Donatelife.

St Vincent's elected to perform the procedure after three years of rigorous consideration. Mr Walsh, from rural Victoria, lost both hands and feet to pneumococcal septicaemia in 2006 and was dependent on 24-hour care. His suitability for a hand transplant was assessed as excellent, given his high motivation and the significant quality of life benefits that could be achieved for him.

The St Vincent's team was more than 25-strong and was a showcase of multidisciplinary care. Our long history of innovation and achievement in microsurgery reconstructive techniques, limb re-plantation, specialised hand surgery and renal transplants enabled us to pioneer this procedure in Australia.

The consistency of Mr Walsh's case with our mission and values was also considered and the case was subjected to the strict governance processes that underpin our clinical and corporate decision making.

The transplant team developed a retrieval plan and procedures to quickly assess donor suitability. Diagnostic tests included serology and coagulation profile, donor-specific antibodies, patient renal function, liver function, pulmonary function, infectious disease screening, imaging and glucose tolerance. An immunology review was undertaken to develop an immunosuppression plan. A psychological review was also undertaken.

Mr Walsh and wife Margaret were closely involved in the care planning with the multidisciplinary team. All key team personnel were involved in identifying issues relating to admitting, performing, managing care and discharging the patient; that is, preoperative investigations, out of hours admission, media, accommodation, and post-discharge care.

Our hand transplant team showed they have the ability to achieve the best possible outcomes for our patients.

In December 2010 Mr Walsh underwent a two-day patient orientation program where he received an orientation to the hospital, met security staff in case he was admitted after-hours, completed diagnostic tests, and undertook a practice run of the admission process.

The team ensured that they all clearly understood their role – this was very important as Mr Walsh's case was not only unique but it could also proceed with as little as 24 hours' notice. To enable best practice, individually planned care protocols were put in place, including the development of hand transplant-specific clinical practice guidelines.

The team's work also continued after surgery, with extensive postoperative therapies. Rigid drug therapy, physical therapy, psychological therapy, and routing testing were all undertaken. Mr Walsh's follow-up outpatient and hand therapy appointments were organised prior to his discharge and because he was a rural patient, hand therapy expertise in his local area was identified.

The extraordinary job carried out by our team is evident 12 months after the operation. Mr Walsh can now write, feed himself, shave and drink from a glass. Our hand transplant team showed they have the ability to achieve the best possible outcomes for our patients, and it is only from a strong foundation such as this that true innovation can grow.

Exceptional Care across our services

The provision of safe care

At St Vincent's Private Hospital Melbourne, the *No Harm* program continues to be a focus for all staff. In 2010, the hospital adopted the Institute for Health Care Improvement Trigger Tool Methodology for tracking the incidence of patient harm at the Fitzroy, East Melbourne and Kew campuses. An extensive retrospective audit of a random sample of patient histories using Trigger Tool Methodology established a base line harm rate for the hospital.



Enabling best practice, going above and beyond.

'Harm' included events such as medication errors, pressure ulcers, hospital acquired infections, patient falls and postpartum bleeding. The hospital set a ground breaking objective in 2010 of reducing patient harm by 50 per cent over three years and is now well on track to achieving this objective. This, coupled with open disclosure awareness with patients, has seen an increase in incident reporting and better outcomes achieved. Our overriding goal is to simultaneously improve patient outcomes, reduce the cost of health care delivery, and enhance patient satisfaction.

A key *No Harm* project at St Vincent's Private Hospital Melbourne has been hand hygiene compliance. Our focus continues with the audit in April 2012 achieving an overall result of 80 per cent compliance compared with the previous audit of 69 per cent. This in part has been due to the success of the executive team undertaking gold star auditor training and committing to regular audits in all areas of our hospitals.

The Visiting Medical Practitioner Doctor Satisfaction Survey conducted by St Vincent's Private Hospital Melbourne with Press Ganey and Associates in late 2011 highlighted the need to better inform our doctors of our *No Harm* strategy. Specific communication plans will be developed to more effectively engage doctors in the *No Harm* program as their awareness and involvement is central to achieving the hospital's objective of being recognised within the health care industry as an extremely safe provider of acute medical and surgical services. In this survey we were very pleased to be rated by our doctors as being in the top 1 per cent for nursing care as measured by the Press Ganey benchmark for private hospitals in Australia. This is a fabulous result for St Vincent's Private Melbourne and a reflection of our great care.

The St Vincent's Health & Aged Care Safety and Quality teams adapted a patient bedside audit from the Patient Safety Centre (Queensland Health) and Private Hospital Association Queensland audit tool, which was piloted in three hospitals



There has been an overall decreasing trend in incidents and those associated with harm.

in the region before being conducted on three single days across St Vincent's Hospital Toowoomba, St Vincent's Brisbane and Holy Spirit Northside in June 2012. The audit involved all inpatients by asking them questions about national safety and quality health service standards, observing the bedside area for criteria based on the standards, and reviewing bedside and medical record documentation around the standards. Analysis has been utilised to develop a gap analysis across the national standards and providing meaningful patient feedback through active involvement in the national standards.

The provision of high quality care

A proud moment in the history of St Vincent's Private Hospital Sydney was the opening of the Young Adult Mental Health Service. The purpose built 20 bed in-patient unit for 16-30 year olds focuses on early psychosis, anxiety and mood disorders will also provide diagnosis specific day programs, an outreach service and outpatient consultations. It will provide a state wide service including the use of sophisticated telehealth technologies that will enable the service to be delivered to regional and rural areas.

The unit was officially opened in March by Her Excellency Professor Marie Bashir Governor of NSW and blessed by His Eminence Cardinal George Pell and immediately commenced filling this significant gap in the needs of young adult patients and their families from throughout Sydney and beyond.

The unit has also developed partnerships with some of the leading providers and researchers in this field to form part of a network of high profile organisations including, the Brain and Mind Research Institute, The Schizophrenia Research Institute, Headspace: The National Youth Mental Health Foundation, and The Black Dog Institute. These all have research supported programs for young people with mental illness and the new unit will also link closely with public and not for profit organisations.

Since the opening of St Vincent's Private Hospital's four bed stroke unit on Level 6 in October 2011, a significant number of patients have been successfully treated in the unit. Stroke management protocols, particularly those relating to thrombolytic treatment, have been standardised across both public and private hospitals to improve care for our patients.

More than 1,800 Australians are waiting for a life saving organ transplant and of these 49 per cent reside in NSW (NSW Department of Health, 2011). In addition, 2,000 people are newly diagnosed with renal failure each year. Consequently the demand for kidney transplants and dialysis is expected to rise significantly in Australia by 2020. Following successful discussions with renal, vascular, transplant and ICU specialists St Vincent's Private Hospital Sydney commenced a renal transplantation program with our first transplant undertaken in December 2011. This was the first renal transplant conducted in a private hospital in NSW.

Patients with chronic renal failure now have the opportunity to have their transplantation in a timely manner with the doctor of their choice and in the long term, experience a significantly increased quality of life.

Following patient feedback of its maternity services, St Vincent's Private Hospital Melbourne conducted consumer workgroups on customer relations and expected care for maternity patients. This resulted in changes including the creation of a dedicated



Improving patient outcomes, reducing the cost of health care and enhancing patient satisfaction.

guest relations coordinator role, the introduction of room service, and an 'a la carte' menu for maternity patients. In addition, maternity services developed best practice guidelines for educating mothers on breast-feeding.

Following a recommendation from the Australian Council on Healthcare Standards to review its patient consent process, St Vincent's Private Hospital Melbourne undertook a comprehensive system wide review to improve consent compliance. This involved the development of alerts and actions to address issues with incomplete or missing patient consent forms. The result has been vastly improved consent awareness and effectiveness.

Caritas Care has seen a reduction in the number of formal complaints that are investigated by the Aged Care Complaints Scheme over the past 12 months as a result of improved communication and application of an internally designed Critical Systems Analysis tool. The tool assists clinical managers in a systematic review of complaints and adverse events to provide a clearer perspective of 'what happened' and more easily identify areas for potential improvement.

Caritas Care has developed greater working relationships and links with the acute and sub-acute facilities within St Vincent's Health & Aged Care to improve the delivery of exceptional clinical care. This includes utilising:

- A Gerontologist to support aged care facilities in the review and management of residents with complex clinical conditions in conjunction with local General Practitioners;
- Wound Specialists to support staff in aged care facilities effectively manage complex wounds and stomas; and
- Rehabilitation specialists to assist staff in aged care facilities in the provision of effective support for residents with diminishing mobility and increasing falls risks.

Since the introduction of monthly Clinical Key Performance Indicator monitoring (falls, medication error, pressure injury, skin tear and infection rates), and focused discussion at

the monthly managers' meeting, there has been an overall decreasing trend in incidents and those associated with harm across all Caritas Care sites.

Caritas Care has begun to incorporate the Australian Commission on Safety and Quality National Healthcare Standards into the aged care sector. Although these national standards are clearly directed at the acute care setting, the application and transferability into the aged care setting is evident and will provide a solid clinical foundation that supports clinical practice. These ten national standards form the basis of the Clinical Safety and Quality Unit's work, activity and direction.

Caritas Care has also created a new Quality Projects role to support the development and standardisation of policies and procedures across the aged and community care services using research evidence and best practice principles. This role links with the Quality Manager for Caritas Care to ensure effective clinical monitoring and governance.

On March 24 2011, St Vincent's Hospital Melbourne had the privilege of performing Australia's first hand transplant for 65-year-old Peter Walsh. The transplant was made possible through the generosity of the donor family and the expertise of St Vincent's 25-strong team of surgical, medical, nursing, allied health, pathology and pharmacy staff. The extraordinary job carried out by the team is evident 12 months after the operation. Mr Walsh can now write, shave, drive a car and mow his front lawn.

St Vincent's Hospital Melbourne has also shown its commitment to supporting and fostering research and innovation to improve health care by championing renal denervation. This revolutionary new procedure, first performed at St Vincent's in 2009 as part of a major trial, has the potential to help millions of people suffering chronic high blood pressure worldwide. Hyperactive nerves around the kidneys that fuel dangerously high blood pressure can now be 'switched off' thanks to this new procedure, which is now attracting global attention. After coming to public attention thanks to promotion by St Vincent's, Victorian Minister for Health David Davis visited St Vincent's in February 2012 to announce a \$791,393 grant. The Government New Technology Grant, which benefits both St Vincent's and The Alfred, will cover up to 40 procedures, the cost of capital equipment, and a research nurse at each hospital.

St Vincent's Hospital Melbourne has also shown its commitment to supporting and fostering research and innovation to improve health care by championing renal denervation. This revolutionary new procedure, first performed at St Vincent's in 2009 as part of a major trial, has the potential to help millions of people suffering chronic high blood pressure worldwide.



We are proud to draw on the talents and energies of remarkable people in the delivery of our services.

Operationally, St Vincent's Hospital Sydney has focussed heavily in the past 12 months on improving patient access and patient flow through the hospital. The hospital has engaged external consultants to support us in the change process. The consultants have extensive experience with the Western Australian Health system which has led the way in setting a four-hour discharge target for patients attending the Emergency Department.

Peer review is an important element in ensuring that our services are of a high standard. In April St Vincent's Hospital Sydney had its organisation-wide Australian Council on Healthcare Standards survey. At the summation ceremony, the independent surveyors noted the sense of mission that was palpable around the campus. The surveyors also indicated that they would recommend that the hospital be awarded the highest rating of Outstanding Achievement in two areas: Research Governance and Medication Safety. Their rating recommendations across all criteria were significantly higher than in the previous survey conducted in 2008.

The Melanoma Institute Australia which is based within the Poche Centre on the Mater Campus of St Vincent's Private & Mater Hospitals Sydney continues to go from strength to strength. This has allowed the Mater Hospital to develop as a Centre of Excellence for melanoma care combining the key areas of clinical services, teaching and research. Over the next five years, the management of melanoma will be transformed by the introduction of effective drug therapies to prevent relapse in high risk patients and to extend the survival of patients with secondary cancer.

The Melanoma Institute Australia has been at the forefront of international clinical trial research to develop these drugs. Demand for surgery will remain high, but the main growth will be in oncology and supportive care services. These patients currently have unmet needs for psychosocial support and education, lymphoedema care, and symptom relief as their survival is extended. As our patients with melanoma come from all over NSW, we will develop innovative approaches to care which support patients at home as well as during their hospital stay.

The Mater continues to grow its endeavours in breast and gynaecological cancers, with multidisciplinary teams requiring specialised nursing support and coordination. As the sole hospital in NSW to provide cold caps to mitigate hair loss from chemotherapy, numbers are likely to grow as patient awareness increases.

Pursuing excellence in research

Research activities under the leadership of Associate Professor Karen-Leigh Edwards, and in partnership with Australian Catholic University, have been prominent throughout the year and resulted in publications for two of research projects at St Vincent's Private Hospital Melbourne. *Breast Free Flaps Surgery* was published in the *Australian Nursing Journal* and presented at the Nursing Diversity Conference held in Hobart, May 2012. *Personal Protective Equipment for operating staff* was presented in poster form at research week activities at St Vincent's Hospital Melbourne, and an article has been prepared for publication in the peer reviewed journal of the Australian College of Operating Room Nurses.

Caritas Care is linking with higher education bodies such as Griffith University and University of Technology Sydney to seek opportunities in research that are specific to the aged care sector such as dementia management.

Caritas Care is also developing initial research work in the area of recognising and responding to clinical deterioration in the aged care setting. All current work in this field is specific to the acute care setting where tools such as 'Between the Flags' rely on traditional clinical assessments such as respiratory rate, blood pressure, heart rate and temperature to determine early signs of clinical deterioration and provide the clinician with guidelines for responding and managing this event. Aged Care requires a completely different approach to recognising and responding to clinical deterioration as traditional methods of clinical assessment are not utilised in the aged care setting.

At St Vincent's Hospital Melbourne, Associate Professor David Prior's research team is conducting a national trial with 1,000 elite athletes to determine if mandatory cardiac screening can play a role in preventing heart attacks on the sports field. The trial has received national and international attention.

Promoting excellence in clinical education and training

Caritas Care has supported the development of excellence in clinical education and training for its staff through the introduction of an electronic learning platform (e-learning) enabling all staff to access mandatory training, and additional learning and development materials. The use of the IT platform Sharepoint has also enabled better sharing of newly developed policies and procedures. This has supported the work of the Clinical Safety and Quality Unit in establishing an evidenced based approach to the document management processes.

The participation of St Vincent's Private & Mater Hospitals in several high profile clinical trials has been a major focal point to further improve patient outcomes. Education of medical and postgraduate students continues to expand with Fran Boyle and Lisa Holland receiving awards for excellence in teaching in 2011. Provision of support groups and complementary therapies on site are a goal for 2012. Critical to the ability of the Mater to attract research-oriented clinicians in the future will be the development of additional academic appointments.

Our Key Result Areas

3. Remarkable People

Our people bring our commitment to excellence and compassionate care to reality each day. St Vincent's Health Australia is proud to draw on the talents and energies of remarkable people in the delivery of its services whether directly engaged in the care of patients and residents, the provision of support services, research, or education and training. We seek to maximise and enhance the talents of all of our people. St Vincent's Health Australia is committed to providing a safe work environment that actively promotes the health and wellbeing of its people, supporting them in the delivery of exceptional care.

Excellence in education and the development of our people

St Vincent's Hospital Toowoomba in partnership with the Australian Catholic University (ACU) was successful in obtaining a grant that will enable us to open the only Clinical School based in a hospital in Toowoomba. The school will cater for Nursing, Midwifery and Paramedic students.

This opportunity came from meetings throughout 2011 and 2012 with the ACU Dean of School Michelle Campbell and the Director of Clinical Services last year to look at opportunities for rural students in Queensland, in particular those within the Darling Downs area. Currently, students travel to Brisbane for lectures, residential schools, and clinical placements which could be conducted in Toowoomba.

The Intensive Care Unit at St Vincent's Hospital Toowoomba will commence a transition program for ward staff to prepare them for future work in the ICU. This short course of theory and practice development will provide competency based learning for nurses that may have otherwise not considered working in the Intensive Care environment. The course will commence in September 2012.

In 2011, St Vincent's Private Hospital Melbourne's specialist education team implemented significant philosophical and practice changes to Advanced Life Support training and assessment. This included providing more frequent, multidisciplinary Advanced Life Support training courses, abolishing the traditional Advanced Life Support exams and one-to-one practical assessments. The changes have also included an increased emphasis on improving knowledge and providing practical skills to recognise and respond to clinical deterioration, and applying this knowledge during extended group scenario training. Assessment was made via direct observation during team based scenario training by two Advanced Life Support instructors.

The changes to Advanced Life Support training and assessment has increased staff confidence in dealing with patients in emergency situations or showing signs of clinical deterioration, and further enhanced staff preparedness in dealing with medical emergencies. This approach is consistent with the recommendations of expert panels and current

Our people bring our commitment to excellence and compassionate care to reality each day.

evidence based research, which places St Vincent's Private Hospital Melbourne in a position that can be considered best practice to be benchmarked against peers. Following our success several external health services including Goulburn Valley Health and the Gippsland Health Service in Victoria have commenced implementation of this Advanced Life Support training and assessment model following direct observation at St Vincent's Private Hospital Melbourne.

The Victorian branch of the Australian College of Critical Care Nurses (ACCCN) is also currently negotiating with the National ACCCN to deviate from the current 'competency' model to the training and assessment model employed by St Vincent's Private Hospital Melbourne.

St Vincent's Private Hospital Melbourne celebrated the achievements of employees who had completed further education in certificate, graduate and post-graduate courses. With over 100 graduands studying over 16 programs, this years' Graduation Ceremony was one of the largest held.

"Despite different career paths... we can all proudly say that being a graduate nurse at St Vincent's Private Hospital Melbourne is the cornerstone of all our future career aspirations," said Joanne Reading a Graduate of the Division 1 Program.

Stephanie McDowall, a Graduate of the Diploma in Midwifery was equally supportive, "With the help and support of the fantastic midwifery education team I managed to meet all my educational requirements and develop a solid foundation for my midwifery career".

Education Excellence Awards were presented to six staff: Olivia Smith-Jackson Certificate IV in Business, Frontline Management; Mary Eurell Certificate IV in Health, EN Traineeship; Clare Greaves Midwifery Graduate Program; Joy Williams Division 1 Graduate Program; and Jemma Morgan Postgraduate Certificate in Health Science, Intensive Care.



The electronic learning platform enables all staff to access mandatory training, and additional learning and development materials.

Recognising the commitment and service provided by our people is one way in which St Vincent's Health Australia demonstrates its support for its staff.

Three Masters of Health Science (MOHS) students have had their outstanding achievements formally recognised by being acknowledged in the Australian Catholic University Deans List for 2011-2012: Sharon Ker (MOHS Neurosciences), Kanako Suga (MOHS Neurosciences), and Danielle Barrell (MOHS Orthopaedics).

St Vincent's Health & Aged Care's eLearning program was implemented two and a half years ago. This year, the learning initiatives developed resulted in more than 65,000 learning events. The program has enabled most staff to complete orientation online either before they start or within the first two months. The online orientation program complements a more focused face-to-face orientation at individual facilities. The program is also being utilised to roll out new policies to ensure that staff are up to date with current practice and process.

St Vincent's Hospital Melbourne strives to create a working environment which makes it easier to attract and retain remarkable people. It also promotes a culture that recognises the contribution of its staff. In the past 12 months, St Vincent's Hospital Melbourne has promoted this strong culture by initiating a redesign of medical credentialing and scope of practice procedures, which support clinical quality of care goals and standards.

Our people are our greatest asset and 2012-13 will see St Vincent's Hospital Melbourne leverage its culture of ambition to further support our people with a leadership development program and streamlined business practices. Over the next 12 months we will focus on:

- The design and deployment of a management and leadership program and succession management model
- The development of a comprehensive learning and development framework to complement clinical and other technical education
- Building organisational capability and systems to deliver effective immediate and long term workforce planning
- Maximising employee engagement
- Further improvement of the medical workforce credentialing and scope of practice processes, including introduction of new e-credentialing technology.

Over the past twelve months St Vincent's Health Network Sydney has developed several programs to enhance the capabilities of our staff. One of the new initiatives was the presentation of *Formation: A Call to Service – Foundations of Leadership for Catholic Ministries*. This seminar, conducted in partnership with Mary Aikenhead Ministries, co-sponsored a formation experience in association with the Catholic Health

Association of the United States of America (CHAUSA). The program, which is offered by CHAUSA annually, has been modified to meet our local needs. It is designed to assist leaders in Catholic ministries in their formation as lay leaders.

Planned for September 2012, the launch of the new St Vincent's Health Network Sydney's e-learning site will provide staff with access to a suite of e-learning programs via Learning Seat. There will also be scope to develop customised inhouse e-learning programs.

Recognising the commitment of our remarkable people

Recognising the commitment and service provided by our people is one way in which St Vincent's Health Australia demonstrates its support for its staff. In November 2011 the Human Resources Department of St Vincent's Private Hospital Melbourne re-introduced the Staff Service Awards, with over 600 staff recognised for long-standing service ranging from five to 35 years. Staff were presented with an award to symbolise the organisation's appreciation for their years of service. The collective years of service of those present exceeded 8,000 years. These awards will become an annual celebration of our remarkable people.

St Vincent's Hospital Melbourne also celebrates the commitment and dedication of long serving members of staff. 2011 saw 260 people receiving awards for more than ten years' service, including one staff member recognised for 40 years' service. Members of staff have also been honoured through recognition externally as part of the Queen's Birthday Honours List, Australia Day Honours List and Oncology Nurse Unit Manager Ann Cook who was named an ANZAC of the Year in recognition of her compassion and long serving commitment to the community through a nursing career of over 50 years.



We are focused on providing a safe work environment that actively promotes health and wellbeing.



A large number of staff are optimistic about the future, close knit and positive about tackling problems.

St Vincent's Private Hospital Melbourne recognised over 600 members of staff for long-standing service ranging from five to 35 years. The collective years of service of those present exceeded 8,000 years.

Promoting the health and wellbeing of our people

St Vincent's Health & Aged Care has focused on a series of programs aimed at reducing the number of workplace health and safety incidents. This has resulted in a 30 per cent reduction in days of lost time injuries, a 7.9 per cent reduction in injuries resulting through manual handling and a 37.3 per cent reduction in incidents arising from exposure to body fluid.

The *Take 5 – 4 Safety* program is a weekly safety newsletter developed by Caritas Care and shared across all facilities. As a group, we have developed safety posters, which are distributed weekly and displayed throughout all facilities in St Vincent's Health & Aged Care.

St Vincent's Hospital Melbourne has focused on providing a safe work environment that actively promotes health and wellbeing by implementing a structured return to work program to assist injured workers to return to work, faster, under an appropriately designed individual work plan, as well as a Workplace Wellbeing Seminar Series of interactive workshops covering the topics of compassion fatigue, stress management, depression, anxiety and managing relationships.

St Vincent's Hospital Melbourne has also expanded its STAR Program, a peer support program designed specifically for

health and emergency service employees who may need to deal with the impact of critical and traumatic events experienced in the workplace.

St Vincent's Health Network Sydney has drawn a working party together comprising staff from all facilities and a range of backgrounds to review, promote, coordinate, expand and provide consistency in staff wellbeing activities.

St Vincent's Private Hospital Sydney conducted the Best Practice Australia (BPA) Survey in October 2011. The results indicated much satisfaction throughout the hospital and significantly improving levels of putting values into practice since the previous survey in 2009. The data was benchmarked against over 400 private and public hospitals throughout Australia. The response rate was an excellent 91 per cent. The overall culture has been described as one of success where a large number of staff are optimistic about the future, close knit and are very positive about tackling problems. Very few of the 400 organisations in the BPA database achieve this rating of their culture and we are proud of this.

Anticipating future workforce challenges

Caritas Care has been successful in gaining an external grant worth \$400,000 to assist in redesigning the current aged care workforce structure. Given the future growth in demand for aged care services, and workforce projections indicating the availability of aged care with fewer Registered Nurses being available and more Nursing Assistants providing direct clinical care, Caritas Care is leading the way in developing an aged care workforce that is ready to meet the challenges ahead.

At Holy Spirit Northside 30 Nursing Graduates commenced their graduate year in 2012. The graduates were appointed to six clinical wards. The graduate program not only draws on the clinical and teaching excellence of our staff but also assists in supporting the growth and sustainable development of our future workforce.

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13,190

Our Key Result Areas

4. Sustainability and Growth

St Vincent's Health Australia regards ensuring the future growth and sustainability of our health and aged care services as a core part of its responsibility. This key result area includes ensuring the growth and sustainability of our services as a whole including our financial performance, strategy, use of resources, capital development, procurement arrangements, use of technology, efficiency and the impact of our operations on the environment. We are mindful of our obligation to act as responsible stewards of the resources entrusted to us, ensuring that our patients, residents and families have access to high quality care, in a welcoming environment today and in the years ahead.

Fostering the growth and sustainability of our services

Three of the key specialties for St Vincent's Private Hospital Melbourne, cardiac services, neurosciences and orthopaedics, all grew in volume by over 4 per cent in the past year. A fourth specialty, obstetrics, has reached a plateau in birth numbers reflecting a decrease in the birth rate in Victoria. A reduction in Government rebates has also been a contributor to the birth slow down.

St Vincent's Private Hospital Melbourne remains a major centre for private obstetrics in Victoria. Many steps have been undertaken during the year to continue to improve the service with a dedicated 'a la carte' room service established for new mothers and their families, development of a 'prototype room' of the future for accommodation in the postnatal area. The prototype room has enhanced surroundings and comfort for families as well as the latest in safety and welfare measures.

Obstetrics has been the test bed for St Vincent's Private Hospital Melbourne's expansion into the social media arena. As maternity patients are one of the younger cohorts in our hospital, and are very comfortable using social media, we have introduced Twitter and Facebook profiles focusing on our communication with new and prospective mothers. Feedback from this group has been very supportive and ideas like the dedicated 'a la carte' room service were seeded from the interactions with this group.

The Mater Hospital, which was voted the best private maternity unit in New South Wales by Medibank Private last year, continues to deliver a comprehensive service. The hospital has increased its marketing endeavours in the past 12 months, which has driven an increase in the number of women seeking to have their babies at the Mater. A highlight was the highly successful Mater Babies' Reunion which was held in August 2011, which saw hundreds of former Mater babies and a raft of celebrity parents converge on Luna Park to celebrate.

The Mater continues to seek to further develop and strengthen its cardiology and cardiothoracic services and plans to work collaboratively with St Vincent's Private Hospital Sydney in the next 12 months to further enhance this service at the Mater.

Community-based services in mental health are a relatively new concept in developing countries. To address this, a consortium of St Vincent's Hospital Melbourne's International Unit (Mental Health), the University of Melbourne's Department of Psychiatry, and Asialink formed Asia Australia Mental Health (AAMH). AAMH provides training in Australia and throughout the Asia-Pacific region on best practice delivery of community mental health programs and real-life solutions that can be adapted locally.



We are mindful of our obligation to act as responsible stewards of the resources entrusted to us.

AAMH partners academic, government, health sector community and peak bodies in Asia and Australia to improve mental health services and outcomes in the region. AAMH now undertakes work in over 16 countries throughout the region, including China, India, Pacific Islands, Indonesia and Qatar.

Recent developments include AAMH being contracted to support the redevelopment of mental health services in Qatar. This exciting project aims to position Qatar as a leader in mental health care in the Middle East. AAMH has also signed a landmark agreement to help improve India's national mental health system. AAMH hosted a delegation from India in March 2012 at St Vincent's.

Demonstrating good stewardship of our resources

The 2012 financial year was the first full year of ownership of the hospital by St Vincent's Health Australia. This ownership change alone has provided great benefit to the growth and sustainability of the hospital. The strength of St Vincent's Health Australia in the areas of health fund negotiations and procurement relationships has added to the financial results and therefore our capacity to reinvest in the hospital. Staff are reinvigorated and excited by the opportunities to improve services and share St Vincent's Health Australia group wide knowledge across all areas of the business that has come in this first year of the ownership change.

Stewardship of our facilities is critical with reinvestment in the fabric of our hospital being a core strategy. St Vincent's Private Hospital Fitzroy has an existing capacity of 250 beds and our masterplan to cater for growth in demand for health services in the next 30 years is well underway. Preliminary plans for another ten-storey tower building adjacent to the hospital have been prepared and the business case to develop the site will be finalised during the next 12 months. This is an exciting development for the hospital as it will enable St Vincent's Private Hospital Fitzroy to expand its highly sought after services to the Victorian community.

St Vincent's Hospital Melbourne received \$4 million in Council of Australian Government funding for the Intensive Care Unit and the Emergency Department. A new four bed high dependency unit (HDU) will be constructed next to the existing ICU, to create a 19 bed critical care unit. The HDU has been designed as a fully independent pod, complying with current ICU-level standards that allows for greater flexibility in future, including an isolation area in the event of a pandemic, and storage solutions with spare capacity for future growth. The existing ICU relative's waiting area will also be refurbished into a more open-plan environment. The Emergency Department funding is for a new diagnostic lounge, a redesigned fast track area and improvements to clinical workspaces and storage.

The past twelve months have proven an exciting and productive period for St Vincent's Health Network Sydney with several key capital and strategic projects underway at our Darlinghurst and Auburn facilities. In particular, there have been significant inroads working with St Vincent's Private Hospital Sydney to develop the Darlinghurst Campus Masterplanning Project which will ensure that the St Vincent's Campus has the physical capacity to respond to Australia's projected population growth and evolving health care trends.

Later this year St Vincent's Health Network Sydney will assume responsibility for the state wide Huntington's Disease Service with a new Huntington's Disease Unit to be established on the St Joseph's Hospital site at Auburn. The new unit will be owned and operated by St Vincent's Health Network Sydney in partnership with the Western Sydney Local Health District Huntingtons Service at Westmead Hospital and will incorporate a 20 bed dedicated facility, comprising 14 residential aged care beds, four neuropsychiatric beds and two assessment and monitoring beds.

The past 12 months have been an exciting time for the Mater Campus in terms of capital works projects and planning including the upgrade of the Mater's Special Care Nursery and expansion of the hospital's operating theatre and critical care bed capacity. The planning is well advanced and will involve building a new wing above the existing hospital loading dock. The hospital will also take the opportunity to incorporate an expansion of general care beds to support the additional theatre and alleviate bed capacity pressures.

The overall project cost is expected to be in the order of \$15 million. The Friends of the Mater Foundation has advised that the Special Care and Well Baby Nursery component of approximately \$4 million will be a key fundraising project over the next twelve months.

Development of a comprehensive cancer service at Holy Spirit Northside Private Hospital will be complemented by a new 30 bed oncology ward to be completed in October 2012.



Ensuring a multidisciplinary approach to optimise patient outcomes.

In December 2011, St Vincent's Health Australia acquired the Villa La Salle aged care facility located at Southport on the Gold Coast from the Trustees of the De La Salle Brothers. The facility comprises 51 residential aged care beds, 106 retirement village units and 25 community aged care packages.

St Vincent's Health Australia also acquired land adjacent to the St John the Baptist Retirement Village located at the Enoggera campus for future brownfield development.

Development of a comprehensive cancer service at Holy Spirit Northside Private Hospital will be complemented by a new 30 bed oncology ward to be completed in October 2012, and a state of the art 17 chair day oncology service due for completion in April 2013. Expansion of our cancer service will see the development of a Breast Cancer Centre with a vision to be the leading breast cancer service on Brisbane's north side. This service will be supported by a dedicated breast care nurse who will work with the breast surgeons, oncologists and medical and allied health professionals, to coordinate the delivery of a comprehensive multidisciplinary breast cancer service.

At the Oxford Park Retirement Village located at the Mitchelton campus, work is nearing completion on the 16 unit expansion. At the completion of this \$5.2 million development the number of units at this campus will increase by 27.6 per cent. St Paul's Villa residential aged care facility located at the Bardon campus has also commenced the development of a 32 room extension and refurbishment. At the completion of this \$10.2 million development the number of residential aged care beds at this campus will increase by 81.8 per cent.

The coming year will see the commencement of the redevelopment of the 'tower block' at St Vincent's Hospital Brisbane with an additional 21 beds, minor theatre for pain management services and additional consulting rooms.

Holy Spirit Northside Private Hospital's cardiac services providing, interventional, surgery and medicine will be further enhanced by the hospital's development of a Heart Valve Team. This team

of highly specialised medical specialists from the various cardiac disciplines will ensure a multidisciplinary approach to assessment and operative planning is provided for patients with complex heart disease to optimise patient outcomes.

St Vincent's Private Hospital East Melbourne continues to thrive with the success of the Rehabilitation Unit. Activity in the first year exceeded targeted bed days by 20 per cent and revenue by 6 per cent. The introduction of the paediatric sleep disorders centre has enhanced current paediatric services offered.

St Vincent's Health & Aged Care in Queensland achieved some notable improvements in activity and performance including:

- A 17.3 per cent increase in total aged care resident days
- A 31.9 per cent increase in the total aged care service capacity
- A 15.9 per cent increase in total patient days at St Vincent's Hospital Brisbane
- A 2.6 per cent increase in total patient days at the Holy Spirit Northside Private Hospital

Using technology in the provision of safe high quality care

Information technology development is an identified area of focus for the next five years. St Vincent's Private Hospital Melbourne was particularly pleased to be only the second private hospital in Australia to introduce the iPad based Mobility Suite for doctors. This allows doctors to see details of their patients on their iPads both within the hospital or remotely from their consulting rooms or home. Doctors can access patient information including diagnostic results via a dedicated iPad app. This technology will develop further to allow doctors to order results, add patient notes and provide medication management. It is an exciting development in the private hospital scene and will streamline processes and improve the patient experience.

A project to convert all patient record files to a new online system has been rolled out across St Vincent's Hospital Melbourne. Rather than requesting records and waiting for them to be delivered, simultaneous access to records is now available online throughout the hospital. With more than one million patients on the patient master index, and 380,000 record movements each year, the new service significantly decreases decision-making times and improves productivity.

In December 2011, a high-definition electronic link between St Vincent's Hospital Melbourne's ICU and Warrnambool Base Hospital was installed to enhance care for rural patients and learning opportunities for medical students and staff. The 24/7 link between the two hospitals allows St Vincent's intensivists to monitor and provide advice on rural patients, avoiding the need to transfer some patients to Melbourne. The electronic link also allows medical students and nurses in Warrnambool to tap into the education program at St Vincent's Hospital Melbourne.

Overprescribing of antibiotics is a huge issue in health care. Overprescribing results in resistance to drugs, an increased risk of side effects to patients, and unnecessary costs. Guidance DS, a web-based decision support tool, has been rolled out across St Vincent's Hospital Melbourne to help support doctors and pharmacists at the bedside to make the best prescribing decisions. St Vincent's has also put in place a

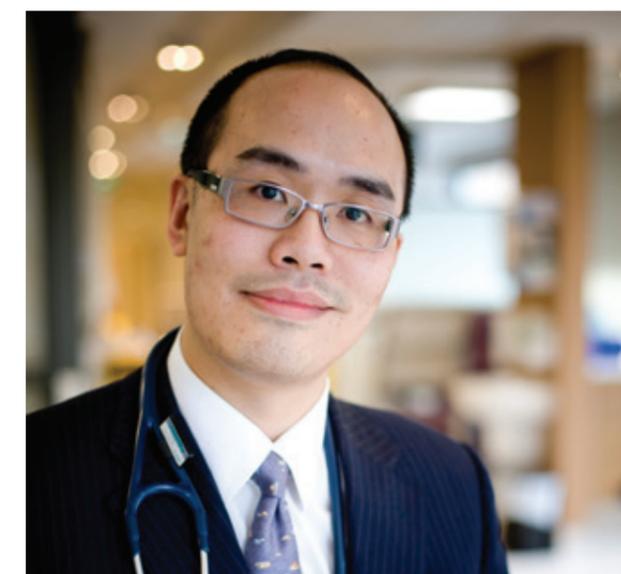
St Vincent's Hospital Melbourne has been acknowledged as a world-leader in its stewardship of antimicrobial programs.

multidisciplinary Antimicrobial Management Team to review all approvals and alerts generated via the system and provide advice and support to prescribers and pharmacists.

Since the introduction of the system, St Vincent's Hospital Melbourne has been acknowledged as a world-leader in its stewardship of antimicrobial programs. In addition, the hospital has saved over \$420,000 annually on antimicrobials – representing a saving of over 22 per cent.

Targeting the over prescription of antibiotics has reflected St Vincent's Hospital Melbourne's desire to be a recognised leader in sustainable public health care and has improved financial and operating performance.

St Vincent's Health Network Sydney is excited by the opportunity to be one of the National e-Health Transition Authority's lead test sites. The Personally Controlled Electronic Health Record (PCEHR) project allows important clinical information to be shared electronically with participating patients' primary carers and supporting General Practitioners to make direct patient referrals. The availability of timely and accurate patient information is expected to have a significant impact on the quality of the care. Our project team are poised to become the first site to commence Stage 2 of the PCEHR which is exciting news for staff, GPs and patients alike.



Streamlining processes and improving the patient experience.

St Vincent's Private Hospital Sydney is exploring the possibility of acquiring a second da Vinci Robot to meet the increasing demand for its use, as well growing our reputation as a Centre of Excellence in robotic assisted surgery. Competition has now appeared in this market and consequently the hospital needs to consolidate our dominant position where for six years we have had this exclusive domain. Trans-oral robotic surgery [TORS] is a new growth area at St Vincent's Private Hospital, as well as the increasing interest in urological, cardiothoracic, colorectal and gynaecological surgery.

A new high-end 3T MRI was installed in St Vincent's Clinic Medical Imaging and was officially licensed from November 2011. The medical imaging business is a joint venture arrangement with the radiologists and St Vincent's Private Hospital Sydney.

The new generation 3T MRI technology offers significant improvement in image resolution and diagnostic accuracy for near full spectrum of MRI clinical exams but particularly in the area of acute brain and neurovascular imaging. Imaging time is reduced for the patient and automated coil design results in reduction of radiographer intervention thereby improving patient throughput and practice efficiency.

Over 10 million litres of water used per year in the old system has been saved – enough to fill five Olympic size swimming pools each year!

Acting responsibly towards our environment

St Vincent's Private Hospital Melbourne is proud of its environmental sustainability initiatives. The hospital conducted a broad sustainability audit and identified that an estimated 11 million litres of water a year was being used in the regular sterilisation of surgical equipment. Each steriliser consumed in excess of 800 litres of water per cycle and performed an average of 100 cycles per week. The water used in this process was clean and was discharged directly into the sewer after each cycle.

After identifying this high usage, we designed and implemented a new water saving device consisting of a recycling unit which enabled the sterilisers to reuse the same water. It involved a closed loop system with little top-up water from the mains. Once the system was installed we included an additional feature which collected the condensation from steam used in the sterilisation process which further boosted water savings.

Over 10 million litres of water used per year in the old system has been saved – enough to fill five Olympic size swimming pools each year!

Being environmentally sustainable whilst exercising strong financial stewardship is a continuing journey. Many similar initiatives have been undertaken. A project to reduce electricity consumption by 25 per cent is underway which involves the replacement of inefficient mechanical and

electrical plant. Notwithstanding the high capital cost of replacing the plant, a positive financial return can be achieved with significant energy gains. A program of replacing lighting throughout each hospital is in place, with all lights being converted to either LED or energy efficient tube lighting.

Promoting medical research and innovation

Construction work of the \$120 million Kinghorn Cancer Centre – a partnership between St Vincent's and the Garvan Institute – is almost complete, with the Centre scheduled to be opened by Prime Minister Gillard in late August 2012. The centre will integrate world class cancer research with best practices, rapidly translating research findings to patient care.

The Kinghorn Cancer Centre represents the template for our new approach. Working in partnership with the world class research institutes – the Garvan and Victor Chang – and our University partners we are creating focal points for translational research capacity covering a broad sweep of clinical areas in particular cancer; palliative care; heart, lung and vascular; neurosciences; urban health; nursing practice; and HIV/virology.

Another step in the medical research journey was the opening of the Peter Duncan Neurosciences Research Unit within the St Vincent's Centre for Applied Medical Research in Sydney. The unit will focus on such fields as neurobiology, stem cell biology, neuroimmunology, neurovirology, and neuropsychology to discover new knowledge in the treatment of disorders including multiple sclerosis, Parkinson's, stroke and HIV.

The preliminary business case for the Aikenhead Centre for Medical Discovery, to be located at St Vincent's Hospital Melbourne, was finalised and presented to government in October 2011. The centre proposes a partnership between St Vincent's Hospital Melbourne, the University of Melbourne, St Vincent's Institute, the O'Brien Institute, the Bionics Institute and the Australian Catholic University, to be located at St Vincent's and specialising in bioengineering research.



The availability of timely and accurate patient information electronically will have a significant impact on the quality of care.

It includes a two-stage development of the centre, which, if successful, would see the first stage due to open in 2016. The Department of Business and Innovation has provided an additional grant of \$250,000 to complete the final business case for this exciting project.

The Centre will integrate world class cancer research with best practices, rapidly translating research findings to patient care.

Audit and Risk

Implementation of the risk based FY2012 Internal Audit Plan by the St Vincent's Health Australia Internal Audit Team saw the successful introduction of a group wide approach to internal audit, focusing resources in high risk areas to support the achievement of St Vincent's Health Australia's strategic objectives. The organisation-wide approach has enabled key recommendations and best practice processes to be shared between regions and has achieved improved resource efficiencies during the audit process. Ongoing implementation of this approach in FY2013 will continue to bring a uniform approach and common audit cycle to internal audit across St Vincent's Health Australia addressing both group and regional requirements.

The group approach to internal audit in FY2012 was underpinned by the development and implementation of the St Vincent's Health Australia Internal Audit Policy. The policy provides both the framework for the conduct of the Internal Audit Team, as well as the key processes and protocols applicable for reporting of audit assignments, ongoing monitoring of the implementation of audit recommendations and conduct of special investigations.

Progression of the FY2012 Internal Audit Plan also saw the successful introduction of a Co-Sourced Model of Internal Audit. Internal Audits are now completed by the Internal Audit Team as well as by external service providers who are engaged to perform targeted audits. The Co-Sourced Model has enabled St Vincent's Health Australia to utilise the organisational knowledge of the Internal Audit Team as well as broaden the scope of internal audit by accessing external specialist skills when required to deliver the audit plan.

During the year an online audit recommendation tracking system was implemented utilising the Group Office Riskman Platform. The introduction of the online tracking system has resulted in an improved follow up and monitoring process, improved accountability for addressing internal audit recommendations and a consistent approach to regularly monitoring, benchmarking and assessing internal audit recommendation implementation status across St Vincent's Health Australia. Implementation and integration of the



Rapidly translating research findings to patient care.

St Vincent's Health Australia Risk Management Policy during the year has allowed for a consistent and uniform approach to Risk Management across the group which is aligned with AS/NZS ISO 31000:2009 Risk Management. Associated with Risk Management Policy implementation and to facilitate standardised documentation, management and reporting of risks a common online Risk Register System (Riskman) was installed in the St Vincent's Health Australia Group Office and aligned across all Regions.

The St Vincent's Health Australia Strategic Risk Profile was reviewed at the beginning of 2012 as part of the annual planning process. The updated St Vincent's Health Australia Strategic Risk Profile, inclusive of treatment plans, now reflects the high priority strategic risks and opportunities facing the group. This information has been documented in the St Vincent's Health Australia Group Risk Register (Riskman) allowing for the regular review, management and reporting of each strategic risk contained in the Strategic Risk Profile.

Another significant achievement for the portfolio of Audit and Risk was the improvement in reporting to the Board, Audit and Risk Committee and Executive Committee so to better facilitate the effective discharge of their respective responsibilities in relation to 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.

St Vincent's Clinic

St Vincent's Clinic is co-located on the Darlinghurst Campus with St Vincent's Private Hospital, St Vincent's Hospital and Sacred Heart Centre. Established in 1990 the Clinic not only provides a comprehensive range of investigative, diagnostic and therapeutic services but has a well established Foundation and operates Sisters of Charity Outreach. There

are over 250 accredited doctors in 34 departments providing specialist medical outpatient consultations. The Clinic doctors are actively involved in our Social Justice Programs. For example, this year saw the twelfth year of operation of the Asylum Seekers Medical Support Program. During this period over 200 clients from the Asylum Seekers Centre have received pro-bono medical and/or diagnostic services.

In 2012 St Vincent's Clinic Foundation provided \$750,000 for research and research related activities on the St Vincent's Campus. The Foundation support for research that underpins evidence-based care sees it well positioned to continue to contribute to the St Vincent's Campus Research, Teaching and Education Plan. The 2012 research projects cover a wide spectrum ranging from the *Identification of MicroRNAs that predict treatment success in patients with acute Myeloid Leukaemia* (Professor David Ma) to *Pressure ulcer prevention and management: An observational study of nursing practice and examination of inter-rater reliability of outcome measurement* (Assoc Prof Elizabeth McInnes).

Additionally the Travelling Scholarship provides a financial contribution for a Medical Graduate to undertake post-graduate studies overseas. The multi-disciplinary patient focussed grants have resulted not only in contributing to the evidence base for patient care but also an increase in the support (both in terms of research and presentation of research at conferences) available for nursing and allied health researchers.

Sisters of Charity Outreach is an integral part of St Vincent's Clinic as stated by Sr Mary Maguire, Superior General of the Sisters of Charity, at the Clinic's opening, "Fidelity to our heritage and to the Gospel of Jesus required of us to provide within St Vincent's Clinic a special Outreach. This Outreach Centre, which will be under the particular direction of the Sisters of Charity, will seek to support those who are in need especially women and families."



Seeking to support those who are in need.

Fidelity to our heritage and to the Gospel of Jesus required of us to provide within St Vincent's Clinic a special Outreach. This Outreach Centre, which will be under the particular direction of the Sisters of Charity, will seek to support those who are in need especially women and families.

From its small beginnings 22 years ago Outreach has continued to grow and expand in carrying out this mission through the current services of Country Care Link, Counselling, Courts Program, Eastern Area Visit Program, Parent Support, Safe Haven, South West Visit Program, and more recently, Chisholm Cottage at Westmead. This low cost, short term accommodation is for people from rural NSW needing to access medical facilities in that area, linking with our Country Care Link service, where volunteers provide transport for country people. Being volunteer-based there are over 200 trained volunteers who, through the service of their choice, in the past 12 months, have provided 18,689 hours in reaching out to women and families in need.

The Catholic Negotiating Alliance

The Catholic Negotiating Alliance continues to provide support and leadership to the Catholic private hospital sector. The past 12 months has seen key developments, particularly in the area of governance, and the creation of a benchmarking pillar of service.

The governance structure of the Catholic Negotiating Alliance has been improved in order to further transparency and communication with participating Chief Executive Officers through the formation of a Catholic Negotiating Alliance Advisory Board. This Advisory Board is also supported by a Chief Executive Officer Ms Michelle Somlyay, and a new committee structure.

The Catholic Negotiating Alliance now has three formal networks:

- Revenue Negotiating Network (existing)
- Joint Procurement Network (existing)
- Hospital Benchmarking Network (new).

Hospital Benchmarking Network: Setting the bar in the private sector

A key area of development for the Catholic Negotiating Alliance over the past year has been in the benchmarking space. With the advent of industry clinical standard indicators and the increased focus on quality and safety metrics in the health care sector, Catholic private hospitals have worked together to benchmark clinical practices across the sector. Utilising the services of Chappell Dean, the Catholic

Negotiating Alliance has created a benchmarking network that draws on the expertise of the Catholic Health Australia and the Sydney Adventist Hospital (CHASAN) group.

CHASAN is a coming together of quality and safety representatives from the private hospital members which meet to discuss and share clinical best practice initiatives. CNA, with the assistance of Chappell Dean's statistical and IT experts, has developed extensive platforms that allow participants to review their own clinical performance against that of their peers in order to facilitate the transfer of best practice between participants. We are excited to continue to evolve as industry leaders in this space.

With the advent of industry clinical standard indicators and the increased focus on quality and safety metrics in the health care sector, Catholic private hospitals have worked together to benchmark clinical practices across the sector.

Shaping policy in the private health sector

Through their strong ties with Catholic Health Australia, the Catholic Negotiating Alliance actively represents the interests of Catholic health care facilities in the policy arena, particularly in the areas of funding and private health insurance. The Catholic Negotiating Alliance team hold memberships on the following national and state level industry committees:

- Protheses List Advisory Committee – Ministerial Appointment
- National Procedure Banding Committee (Currently hold multiple positions including Chair role)
- National Hospital Cost Data Collection Technical Reference Group
- National Casemix and Classification Centre DRG Technical Group
- Eclipse Working Group
- DVA Pay for Performance Steering Committee
- PHAQ Health Information Services Committee.

The Catholic Negotiating Alliance team also actively partake in reviews and industry working parties such as:

- Department of Health & Ageing Hospital (DoHA) Casemix Protocol/Private Hospital Data Bureau Working Party
- The DoHA sponsored KPMG review of data collections in the private sector
- The AIHW review of Private Hospitals Establishment Collection.



Sharing clinical best practice initiatives.

The Joint Procurement Network: A priority for FY2013

One of our key aims for the coming financial year is to reinvigorate the Joint Procurement Network and to develop and implement its own strategic plan.

As a first step, the Catholic Negotiating Alliance is delighted to announce the appointment of Mr Don Carroll to the role of Manager, Joint Procurement Network. Mr Carroll was the Regional Sales Director/General Manager of Staples/Corporate Express Australia.

He brings 25 years of sales and procurement experience to the role and earlier in his career he was instrumental in establishing what is now known as Procurement Australia; a leader in the business of negotiating and facilitating contracts for local government, public sector organisations, not for profit groups and other commercial entities.

This experience with Procurement Australia will enable Mr Carroll in his efforts to support the Catholic Negotiating Alliance Chief Executive Officer and the Catholic Negotiating Alliance Advisory Board to develop and execute the Joint Procurement Network's strategic plan.

Our services

St Vincent's Health Australia Overview of facilities by region and type

	Public acute hospitals	Private acute hospitals	Sub acute facilities	Aged care facilities	Total
Queensland					
		St Vincent's Hospital Toowoomba	St Vincent's Hospital Brisbane	Caritas Care comprising: Enoggera	10
		The Holy Spirit Northside Private Hospital ¹		Gympie Mitchelton Bardon Toowoomba ² Southport Kangaroo Point	
New South Wales					
	St Vincent's Hospital Sydney	The Mater North Sydney	Sacred Heart Hospice	St Joseph's Village	7
		St Vincent's Private Hospital Sydney ²	St Joseph's Hospital	Stella Maris Aged Care ²	(3/4)
Victoria					
	St Vincent's Hospital Melbourne		St George's Health	St George's - Riverside House	7
			Caritas Christi Hospice	St George's - Auburn House St George's - Cambridge House Prague House	
		St Vincent's Private Hospital Fitzroy			3
		St Vincent's Private Hospital East Melbourne			
		St Vincent's Private Hospital Kew			
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



Aged care
953 beds

Aged care
13 facilities

Our services

St Vincent's Health Australia Overview of services provided

	Facility	Public/Private	Location	Role	Beds
New South Wales					
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.	366 beds
	St Vincent's Private Hospital²	Private	Darlinghurst	A full service private acute hospital, providing a wide range of general and specialist medical and surgical services as well as a young adult mental health service. 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.	270 beds
	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).	212 beds
 Sydney 1,162 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.	74 beds
	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.	70 beds
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 Care²	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 and managed by St Vincent's Private & Mater Hospitals Sydney.	27 high care hostel beds and 28 low care hostel beds

	Facility	Public/ Private	Location	Role	Beds
Victoria					
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.	423 beds
	St Vincent's Private Hospital Fitzroy	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
	St Vincent's Private Hospital East Melbourne	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
	St Vincent's Private Hospital Kew	Private	Kew	St Vincent's Private Hospital Kew 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 (sub acute) 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 and 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; and 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
1,123 beds



	Facility	Public/ Private	Location	Role	Beds
Queensland					
Acute Care	The Holy Spirit Northside Private Hospital¹	Private	Chermside	A joint venture with Holy Spirit Missionary Sisters, The Holy Spirit Northside Private Hospital is a high acuity tertiary facility providing services in cardiac, orthopaedic, vascular, neurology, ear, nose and throat, oncology, day surgery, general and emergency medicine.	195 beds
	St Vincent's Hospital Toowoomba	Private	Toowoomba	An acute medical surgical hospital providing services in orthopaedic, vascular, ear, nose and throat, urology, gynaecology, obstetrics, oncology, general and emergency medicine.	176 beds
Sub Acute Care	St Vincent's Hospital Brisbane	Private	Kangaroo Point	A private sub acute medical facility providing services in rehabilitation, palliative care, interim aged care and inpatient transitional care, geriatric medicine, neurology, pain management, sleep disorders and home palliative care.	147 beds

Queensland
1,166 beds



	Facility	Public/ Private	Location	Role	Beds
Aged Care	Caritas Care comprising:				
	• Magdalene Court Retirement Community	Private	Bardon, Enoggera, Mitchelton, Southport	Independent Living Units	214 beds
	• St John the Baptist Retirement Community	Private	Bardon, Gympie, Kangaroo Point, Mitchelton, Southport, Toowoomba	Residential Aged Care – Low Care	434 beds
	• Oxford Park Retirement Village	Private	Kangaroo Point, Mitchelton, Toowoomba		
	• Villa La Salle Retirement Village²	Private	Kangaroo Point, Mitchelton, Toowoomba	Residential Aged Care – High Care	
	• Lourdes³	Private	Bardon, Enoggera, Mitchelton, Southport, Toowoomba	Community Aged Care Packages	115
	• St Paul's Villa	Private	Bardon, Enoggera, Mitchelton, Southport, Toowoomba	Extended Aged Care at Home – (EACH) Packages	55
	• St Patrick's Villa	Private	Gympie, Kangaroo Point, Mitchelton, Toowoomba		
	• Marycrest Retirement Centre	Private	Gympie, Kangaroo Point, Mitchelton, Toowoomba		
	• St Joseph's Villa	Private	Mitchelton	Extended Aged Care at Home – Dementia (EACH D) Packages	5
	• Lillian Cooper Nursing Home	Private	Mitchelton		
	• Madonna Villa Nursing Home	Private	Mitchelton		

¹ Joint venture with the Holy Spirit Missionary Sisters

² Managed by St Vincent's Health Australia for the Sisters of Mercy Parramatta

³ Managed by St Vincent's Health Australia for the Diocese of Toowoomba

Our services

Overview of activity – acute and sub acute

Activity FY2012 as at 30 June	Separations	Outpatient Occasions of Service	Accident & Emergency Department Presentations	Births	Theatre Procedures	Cardiac Catheters	Scopes	Beds ¹	Aged Care Packages ²	FTE	Headcount
New South Wales											
St Vincent's Hospital Sydney	39,115	512,691	39,516		7,915	1,516	3,820	366		2,432	3,494
St Vincent's Private Hospital Sydney	23,164				17,924	2,405		270		779	1,398
Mater Hospital	27,612			2,382	13,520	1,289	3,436	212		583	959
Sacred Heart Hospice Sydney	1,107							70		201	245
St Joseph's Hospital	826	30,568						74		208	297
St Joseph's Village	42							150	35	50	75
Victoria											
St Vincent's Hospital Melbourne	54,276	239,566	41,671		11,679	2,262	3,990	423		3,294	4,884
St George's Health Service ^{3,6}	1,103	6,127						207		428	646
Caritas Christi Hospice	473							28		107	171
Prague House	3							45		19	25
St Vincent's Private Hospital Melbourne, Fitzroy	32,002			2,857	14,246	3,401		230		654	947
St Vincent's Private Hospital Melbourne, East Melbourne	19,566				16,034			150		373	454
St Vincent's Private Hospital Melbourne, Kew	6,669				6,480			40		85	107
Queensland											
Holy Spirit Private Hospital Northside ⁴	24,568		11,788		9,663	2,317	5,533	195		526	887
St Vincent's Hospital Brisbane	2,407	460						147		226	371
St Vincent's Hospital Toowoomba	16,306		16,162	1,011	6,894		4,163	176		406	605
Caritas Care ⁵	250	48						648	140	372	488
Total	249,489	789,460	109,137	6,250	104,355	13,190	20,942	3,431	175	10,743	16,053

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

²Packages include CACPs, EACH, EACH D

³Data in 2011 reported as part of St Vincent's Hospital Melbourne

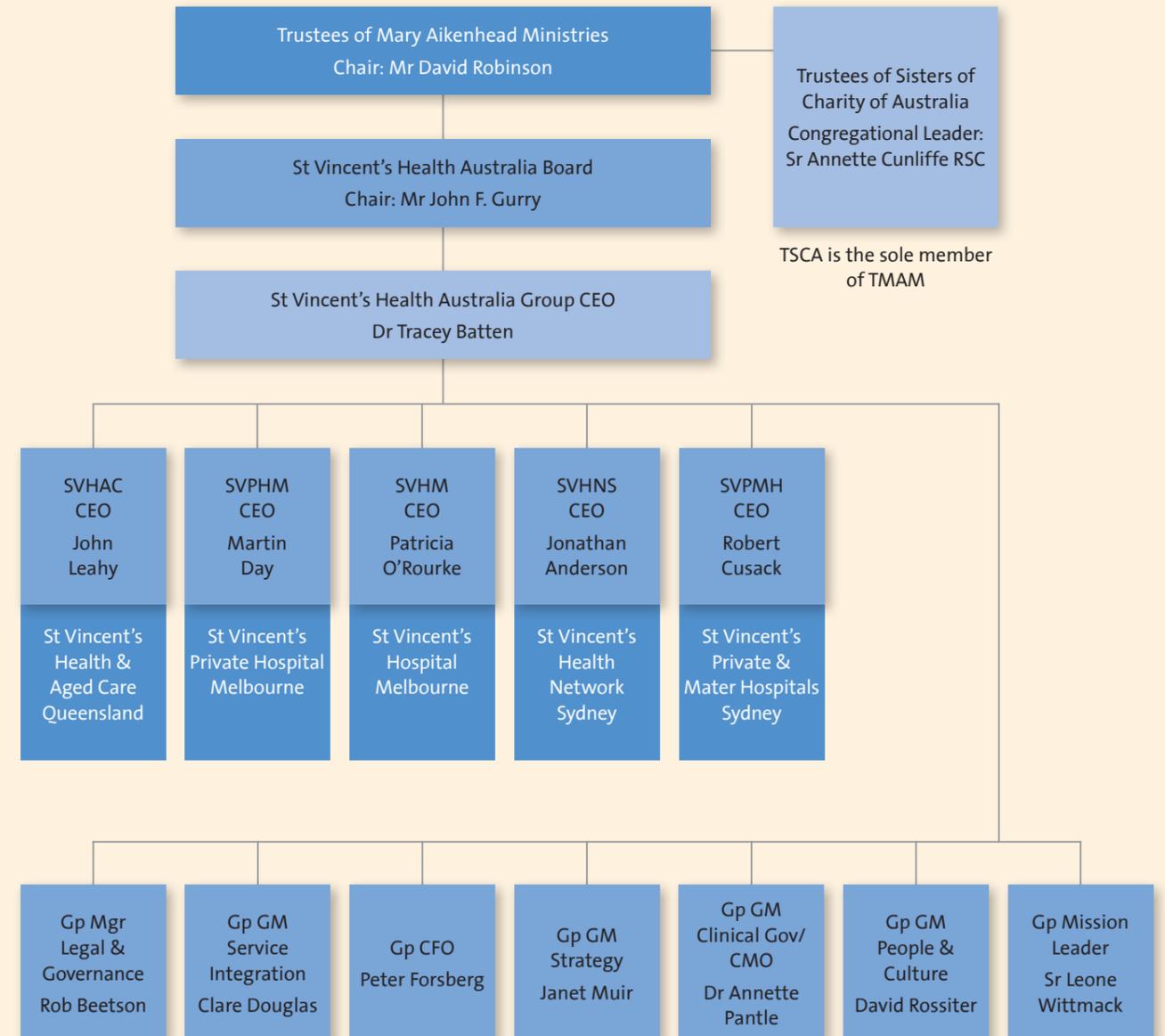
⁴Joint venture with Holy Spirit Missionary Sisters, managed by St Vincent's Health Australia

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

⁶Includes three aged care residential facilities

Our structure

St Vincent's Health Australia Governance



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 Vincent's Health Network 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 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 Ave
Cronulla NSW 2230
Tel 02 8522 1200

The Kinghorn Cancer Centre

A joint venture with the Garvan Institute of Medical Research
384 Victoria Street
Darlinghurst NSW 2010
Tel 02 8382 2240
www.tkcc.org.au

St Vincent's Private & Mater Hospitals

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 Vincent's Clinic

438 Victoria Street
Darlinghurst NSW 2010
Tel 02 8382 6222
Fax 02 8382 6402

Victoria

St Vincent's Hospital Melbourne

St Vincent's
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 Private Hospital Melbourne, Fitzroy

59 Victoria Parade
Fitzroy VIC 3065
Tel 03 9411 7111
Fax 03 9419 6582
www.stvincentsmercy.com.au

St Vincent's Private Hospital Melbourne, East Melbourne

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

St Vincent's Private Hospital Melbourne, Kew

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

23-26 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 3295

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

Affiliated Research Institutes

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

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

Credits

We wish to thank all those who have assisted in preparing this report, especially our staff whose images grace these pages.

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