

compassion
excellence

A shared heritage...
a united future

integrity
justice



ST VINCENT'S
HEALTH AUSTRALIA

UNDER THE STEWARDSHIP OF MARY AIKENHEAD MINISTRIES

Annual Report 2012-13



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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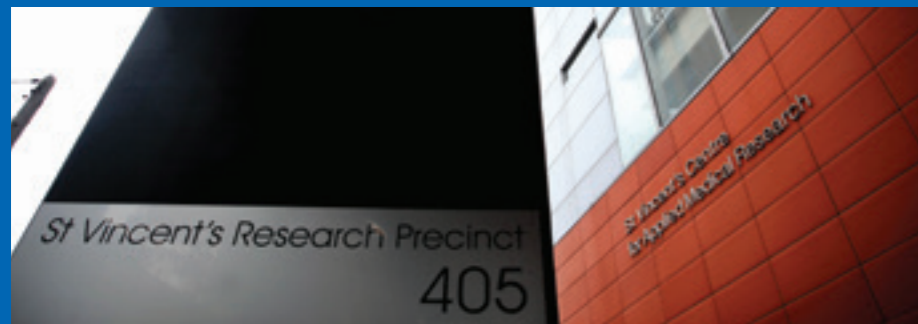
St Vincent's Health Australia is the nation's largest Catholic not-for-profit health and aged care provider.

We operate more than 2,500 hospital beds, 1,100 aged care places, employ more than 16,000 remarkable people, work with over 2,500 medical practitioners and draw on the talents of over 1,300 generous volunteers.

Each year we provide care to more than 250,000 inpatients and over a million episodes of ambulatory care through our outpatient services.

We are proud to serve as a ministry of the Catholic Church in Australia under the stewardship of Mary Aikenhead Ministries.

SVHA snapshot



Our services comprise 27 facilities along the east coast of Australia including:

- public hospitals
- private hospitals
- aged care facilities, and
- co-located research institutes.



Our public hospitals

Sydney

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

Melbourne

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



Our private hospitals

Melbourne

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

Sydney

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

Queensland

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



Our aged care services

Melbourne

St George's Health Service comprising:

- Riverside House
- Auburn House
- Cambridge House
- Prague House

Sydney

- St Joseph's Village
- Stella Maris Aged Care (Managed for the Sisters of Mercy Parramatta)



Queensland

St Vincent's Care Services comprising:

- Marycrest Retirement Centre & Lilian Cooper Nursing Home
- Villa La Salle
- Oxford Park Retirement Village, St Joseph's Villa & Madonna Villa Nursing Home
- St Paul's Villa & Magdalene Court Retirement Community
- St John the Baptist Retirement Community
- St Patrick's Villa
- Lourdes (Managed for the Diocese of Toowoomba)

Every day the people of St Vincent's Health Australia do great work...here are some of our recent achievements and milestones.

Logie drama

The TV drama Kings Cross ER set in St Vincent's Hospital Sydney received a Logie nomination for Most Outstanding Factual Program.



New identity

We launched a new identity for St Vincent's Health Australia as one group under one common logo with a shared Mission, vision and values.



Honour

Chief Medical Officer of St Vincent's Hospital Melbourne, Prof Wilma Beswick AM, was inducted onto the Victorian Women's Honour Roll for her contribution to medical education.



2013 highlights



Ground breaking surgery

Our Cardiothoracic Surgery team at St Vincent's Hospital Melbourne performed the first surgery in Australia of a ground-breaking sutureless aortic valve replacement.

Supply Nation

We became a member of Supply Nation to support and promote Indigenous owned businesses in the supply chain.

New Code

We published a new Code of Conduct that applies to all our people across every facility and service.



New cancer centre

Former Prime Minister, the Hon. Julia Gillard opened the new Kinghorn Cancer Centre in Sydney that delivers innovative personalised medicine for cancer patients.

Sustainability Report

We published our first Sustainability Report highlighting initiatives and achievements in addressing environmental and energy management issues.



Action plan

The success and progress of our Reconciliation Action Plan was recognised by Reconciliation Australia and former Prime Minister, the Hon. Julia Gillard.

Clinical education

We provided clinical education to more than 4,600 medical, nursing and allied health trainees at our facilities.

Survey

We conducted our first staff patient safety culture survey across the group.



World-class centre

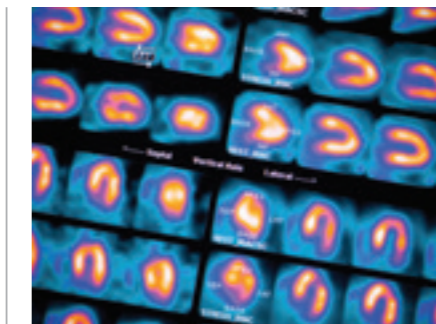
We opened a new world-class learning centre and medical oncology ward at Holy Spirit Northside Private Hospital in Brisbane.

Telehealth

St Vincent's Private Hospital Brisbane established Telehealth services to reduce travel time and financial outlay for regional patients needing specialist services.

Mapping the future

We published a major study into the health and wellbeing of asylum seekers in the community that can help unlock a complex system through specialist mapping.



Health Alliance

We became one of the foundation members of the Social Determinants of Health Alliance established to reduce health inequities in Australia.

New pathology system

We implemented a new Pathology Laboratory information system at St Vincent's Hospital Sydney and St Vincent's Hospital Melbourne.

Predicting seizures

Neurologists at St Vincent's Hospital Melbourne demonstrated it is possible to predict the onset of seizures in adults with focal epilepsy.



Strengthening leadership

We launched our first group-wide Executive Leadership Program to develop and strengthen the senior leadership capability across the organisation.

Homeless Health Service

We opened Tierney House as part of the Homeless Health Service at St Vincent's Hospital Sydney to improve the health of those experiencing homelessness in inner-city Sydney.

Excellence award

St Vincent's Private Hospital Brisbane won a national award for excellence in homelessness services.

Mission, vision and values

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

Our four common values guide our behaviour and unite us as one.

Compassion

Justice

Integrity

Excellence



Message from David Robinson

Chairperson, Trustees of Mary Aikenhead Ministries

I would like to take this opportunity to thank the St Vincent's Health Australia Board, the executive team, all staff, clinicians, researchers and supporters of St Vincent's for the wonderful way you have continued the Mission we share during the course of the last year.

You all continue to build on the tradition of the Sisters of Charity of Australia which began in 1838 – and specifically founded in Sydney in 1857 – to respond to health care needs in the community, particularly those living in poverty and those who are disadvantaged. The Sisters of Charity transferred responsibility for their Health Ministries, including St Vincent's, to the Trustees of Mary Aikenhead Ministries, which they created, in 2009.

Special acknowledgment is due to John Gurry who retired as Chairman of the Board of SVHA last year. John's contribution to St Vincent's spanned over 50 years. Paul Robertson AM was appointed Chairman of the Board on 5 October 2012 and the Trustees look forward to continued strengthening and growth of our Mission under his leadership of the Board. The Trustees also acknowledge the valuable contribution of Greg Sword who retired from the SVHA Board during the year and we welcome Professor Suzanne Crowe AM and Paul McClintock AO to the Board.

Sr Helen Clarke RSC and Jim Russell were appointed Trustees of Mary Aikenhead Ministries during the year. Sr Helen is well known to many as a former Congregation Leader, former Board member of SVHA, educator and, of course, Sister of Charity. Jim is Queensland based and a former Insurance Executive, former Chair of Sisters of Charity and Holy Spirit Sisters Health Services and advisor to the Brisbane Archdiocese.

In addition to the many achievements of SVHA during the year, the Trustees are pleased with and affirm the personal belief of Executive staff of SVHA in our Mission. This was provided by way of a Mission Review conducted by a group of eminent internationally respected reviewers. The review described the Mission as 'palpable' at our facilities. We owe this to the traditions and culture developed and entrenched by the Sisters of Charity of Australia. It is with this focus we continue as a Mission-centred work of the Catholic Church – something that we and all in the Church can be very proud of.

As in past years, the Trustees hosted the leaders of all the Ministries at their annual conference in Brisbane with the theme *The Heart of Our Service*. We focussed on Ignatian spirituality

The Trustees are sincerely grateful to the many people who demonstrate great commitment to our shared values and apply their skills for the benefit of patients and each other.

and discernment and its application to leadership and decision making. Our key note speakers Sr Una O'Neil RSC from Ireland and Fr Mark Raper SJ based in the Philippines, spoke of the spirituality of the present moment, the interconnectedness of the human and the holy aspects of our lives, looking for God's presence in all things and in our activities, and how we can draw on the framework of Ignatian spirituality to make decisions. The feedback from our leaders was extremely positive.

The Trustees are sincerely grateful to the many people who demonstrate great commitment to our shared values and apply their skills for the benefit of patients and each other as St Vincent's 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 2012-13 Annual Report of St Vincent's Health Australia.



David Robinson
Chairperson



Message from Paul Robertson AM

Chairman, St Vincent's Health Australia



It is my great privilege to serve St Vincent's Health Australia firstly as Deputy Chair of the Board and now as Chairman since October 2012.

It is fitting at this time that I acknowledge the dedicated service and innovative leadership of John Gurry who retired from the Board and as Chairman in October 2012. John's association with St Vincent's spanned more than 50 years including as a surgeon, lecturer and clinical advisor. John successfully led the organisation through the Governance Review in 2010 that resulted in our current group structure.

I would also like to acknowledge the valuable contribution made by Greg Sword, who retired from the Board in October 2012.

In 2012, the Board welcomed two new directors, Professor Suzanne Crowe AM and Paul McClintock AO. Paul has extensive experience with government and on the boards of Medibank Private Limited, Thales Australia and Myer Holdings Limited. Suzanne has many years' experience in health and medical research.

New visual identity

One of the most visible changes in 2013 has been the transition to a new identity for SVHA. Towards the end of 2012 we launched our new Mission, vision and values. The final element of our new identity was the development of a common logo that captures our shared heritage and celebrates our united future. Mary Aikenhead Ministries has entrusted SVHA with their crest and we have adopted it as our own crest reflecting our Mission of health and aged care in the Catholic tradition.

Our people have warmly embraced the new identity and its transition across all our facilities and services continues to be an exciting and rewarding period for the organisation.

SVHA Roadshow

During the year, I travelled to key sites around all our regions accompanied by our Group CEO, Dr Tracey Batten to present the SVHA Roadshow. The purpose of the roadshow was to provide an overview of SVHA, celebrate our achievements working as a group, outline our vision and strategy and most importantly, to meet our people and hear from them about our health and aged care services.

It was a great privilege being able to engage directly with staff and very evident from these meetings that our Mission and values are alive and well and firmly embedded in the SVHA culture.

Tracey and I were humbled and impressed by the high level of staff engagement in our organisation and the commitment of our people to delivering compassionate and innovative care to our patients and residents.

Person Centred Care

The Board and senior leaders of the organisation have been carefully discerning what makes SVHA unique. It's an important question in terms of defining our care and determining our position in the Australian health care system. After much consideration, we agreed on the answer – 'transformational care'. Applying this concept to the work we perform every day, transformational care is Person Centred Care across the continuum supported by innovation and research. We see that Person Centred Care can be our differentiator – it's how we want to be recognised by our patients and residents and how we want our staff to manage the care they provide to our patients and residents. The Board fully endorses the adoption and implementation of Person Centred Care and our aim is to become the leader in this approach in Australia.

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Milestones

SVHA's eminent research partner, the Garvan Institute in Sydney celebrates its 50th anniversary in 2013. The Garvan is a world leader in holistic cancer care for patients and has helped to preserve and improve the health and longevity of people in Australia and around the world.

In 2013, we also celebrate the 175th anniversary of the arrival of the first five Sisters of Charity in Australia in 1838. When the Sisters of Charity arrived here they carried with them the vision of their Foundress, Mary Aikenhead, to reach out to all in need of care, especially to the poor.

In a newly established colony, the challenges were many and varied. There was a great need among the community for the particular gifts of Mary Aikenhead's Sisters – education, outreach and health care. We pay tribute to the Congregation of the Sisters of Charity for their pioneering spirit, the remarkable care they have given to the Australian community and the legacy they have entrusted to us of vital and caring health services.

The future

The next 12 months hold much promise for our group as we focus on strengthening our financial sustainability and growing our reputation and Mission. While the Board and senior leadership team continue to focus on our many strategic opportunities, it's our people who are best placed to promote our unique position and to deliver transformational Person Centred Care to our communities.

I would like to thank our Trustees, my fellow Board members, senior executives and all our caregivers for their efforts this year and for their commitment to furthering our Mission.

Paul Robertson AM
Chairman



Message from Dr Tracey Batten

Group Chief Executive Officer, St Vincent's Health Australia

During another dynamic and challenging year in health care we continued to strengthen and grow our Mission. We focussed on fostering greater collaboration across our 27 facilities and facilitating group-wide initiatives and strategies at a national level.



Advocacy and social justice

Advocacy continues to be a key strategic focus as we seek to take a leadership position on social justice, especially for the poor and marginalised. Our goal is to be responsive to the community in our Mission outreach work and to become a respected voice on health and aged care policy.

SVHA became one of the foundation members of the Social Determinants of Health Alliance. The Alliance is a collaboration of like-minded organisations from the areas of health, social services and public policy established to work with governments to reduce health inequities in Australia.

One of our major advocacy programs is Social Justice through Health. This initiative draws on the wisdom, practice and expertise that currently exists within our regions in providing clinical care to some of the most marginalised groups in our communities. In coordinating our efforts at a group-wide level, we can further develop our services in the years ahead, and reach out to more groups in need, particularly asylum seekers living in the community who cannot access health care through Medicare as well as homeless people, and Aboriginal and Torres Strait Islander people.

Strategic growth

Recognising that Wyndham is the fastest growing Local Government Area in Victoria, we announced plans for a new private hospital in Werribee. We have purchased land co-located with the Werribee Mercy public hospital to create a health precinct and expand much needed health services to the community.

In a partnership with the local Parish of Mary Immaculate Church, Waverley SVHA plans to develop a residential aged care facility in the Sydney Suburb of Bronte. The proposed new facility will serve the local community, not only with the provision of a range of aged care services, but also with the inclusion of facilities that will provide support services for the aged in the wider community.

Our Youngcare at St Vincent's, Sydney project aligns closely with SVHA's overarching Mission and Social Justice frame work. In partnership with St Joseph's Village, Youngcare will provide a contemporary evidence-based, person centred model of care for young people with a disability currently living in residential aged care facilities. The project includes the construction of purpose built apartments located near St Joseph's Village at Auburn, NSW.

Quality and safety of our care

We continue to be a nationally respected health and aged care provider by focussing on Person Centred Care, and meeting benchmark performance in quality and safety indicators such as the new national accreditation standards in health care.

We concluded the year with our first staff patient safety survey across the SVHA group. The survey was designed to gather information on what our people have to say about patient safety. The survey data will provide us with a base line measure of safety culture that will determine priority areas for patient safety improvement in our health service.

Advocacy continues to be a key strategic focus as we seek to take a leadership position on social justice, especially for the poor and marginalised.

Our people

We continue to invest in our people and listen to their feedback through initiatives such as the Employee Engagement Survey. More than 64 per cent of all employees completed this year's survey enabling us to look closely at what is important to our people, how we can improve their overall employment experience and what we can do to further our Mission.

We launched our first group-wide Executive Leadership Program (ELP) designed to develop and strengthen the senior leadership capability across the SVHA group. Consistent with our Mission, the aim of the ELP is to educate, challenge, stimulate and enhance the skills of selected candidates in order to maximise their leadership potential.

During the year, we said thank you and farewell to our Group Leader Mission, Sr Leone Wittmack RSC. I wish to pay tribute to Sr Leone's extraordinary contribution in leading our Mission for more than nine years and to the delivery of health and aged care services throughout her career. I would also like to thank David Rossiter who left SVHA during the year and acknowledge his valuable contribution as Group General Manager, People and Culture. We welcome Jack De Groot as our new Group Mission Leader and David Bryant, our new head of People and Culture.

Transforming health care

Throughout the year, we consolidated our position as a leader and innovator in health care. Our facilities and eminent research partners are gaining a reputation for making a difference in people's lives, not just in Australia, but around the world.

Former Prime Minister The Hon. Julia Gillard opened the Kinghorn Cancer Centre in Sydney – a joint facility of the Garvan Institute of Medical Research and St Vincent's Hospital, Sydney. The centre enables world-class research findings to be rapidly translated into personalised clinical treatment for cancer patients.

St Vincent's Hospital Melbourne continues to break new ground in medical research and technology. The Hospital and SVHA's research partner, the University of Wollongong are at the forefront of a medical revolution using 3D 'printing' that has the potential to one day reproduce living tissues and functional organs using a process called additive biofabrication.

A new world-class learning centre and medical oncology ward at Holy Spirit Northside Private Hospital in Brisbane was officially opened by Former Deputy Prime Minister and Treasurer,

The Hon. Wayne Swan. Simulation suites, flexible learning areas and modern meeting spaces are key features of the new Sister Edith Centre for Education offering undergraduate medical and nursing students well-rounded and enriched learning experiences in a variety of settings.

St Vincent's Private Hospital Brisbane is leading the way for patients suffering from debilitating and persistent pain with the opening of its new centre for pain management in mid-2013. The centre provides access to the latest pain management technologies and procedures on offer and follows the success of the hospital's existing adolescent pain program, LEAP into life, and its adult equivalent, Re-CHARGE for life.

The future

The year ahead promises to be full of challenges and opportunities in terms of furthering the Mission of SVHA. With a new visual identity, an efficient and effective governance structure and more than 16,000 remarkable people, the organisation is well positioned to lead transformation in health care.

I wish to thank our Trustees, Board, all our employees and volunteers and our many partners for their significant contribution throughout the year and for their commitment to providing exceptional Person Centred Care to our patients and residents.

Tracey Batten
Group CEO



Message from Marcelle Mogg

Acting Group Leader Mission, St Vincent's Health Australia

Working in health care there are many demands on our time and energy. In the busyness of each day it can be hard at times to remain centred.



No one would dispute that our patients and residents remain our focus. Yet in attending to deadlines, schedules, meetings and the commitments that invariably arise, our energies can become dissipated.

This experience is not new. In the Gospels we see that Jesus recognised this as part of the way in which people function. He didn't despair of people's struggle to rein in their wandering attention but gently reminded them to pay attention to where their focus was directed. The Gospel writer Luke (12:22-34), captures Jesus describing this challenge in a wise and poetic way: *Where your treasure is, there your heart will be also.*

In this passage, Jesus reminds his disciples to set aside their day to day anxieties and concerns, to focus on what really matters, and to let our efforts and energies flow towards the things we love.

In our working and personal lives, we find we have boundless energy for the people, projects and things we most love. Even significant challenges and obstacles can be overcome when we are in pursuit of something about which we are passionate.

We are most fortunate at St Vincent's to be blessed with people who gather together to work in the service of those they love. How else can we account for the commitment, passion and energy our people bring to serving the community through our health and aged care services?

Pause and think for a moment about a medical researcher, painstakingly running one experiment after another to try and uncover one part of the puzzle that is a virus or a cancer to help relieve suffering in a person they will likely never meet. Or the nursing assistant who knows how Mrs Brown likes her cup of tea and ensures it is 'just so' for her each day even though dementia has robbed Mrs Brown of her capacity to express her preference. Or the patient services assistant who meets hundreds of patients each year and remembers the names, faces and stories of each one as they return. People such as these love those they serve. As a Catholic health and aged care service, love for those we serve is our point of difference.

In many respects, it has been a year of consolidation for St Vincent's Health Australia (SVHA). Following a period of significant change, we have begun to see the initial fruits of our efforts with increased collaboration and cooperation giving rise to improvements in care for patients, residents and clients. New opportunities for networking among staff have led to wider sharing of ideas and innovation. Engaging as a group with community providers has allowed us to further our reach into the community through new partnerships and new initiatives in advocacy, especially for those in the community whose voices are often unheard.

We seek to extend special care to people living in situations of social or economic isolation because we recognise that Jesus expressed a particular love and concern for those who are vulnerable. Today, we share in the same community of love and healing that was founded by Mary Aikenhead when she established the Sisters of Charity in 1815.

With the support and guidance of the Trustees of Mary Aikenhead Ministries we are privileged to share in this mission. It is a joy for those of us at St Vincent's to be able to love not just what we do, but to love those we serve. We look to the future in hope.

Acknowledging that our people are fundamental to our Mission, I would like to take this opportunity to recognise and pay tribute to the work of Sr Leone Wittmack RSC. Sr Leone stepped down as Group Leader Mission at the end of November 2012 having served as the national leader for Mission for over nine years. This was a significant milestone for Leone and for St Vincent's as it marked the conclusion of her formal work with the health service after 43 years. Leone is one whose actions and commitment well reflect Jesus' words: *Where your treasure is, there your heart will be also.*

Sr Leone's focus on the health and wellbeing of patients, residents, colleagues and all she encountered never wavered. Through her appointments in nursing, administration, leadership, governance and Mission formation, her efforts and contribution

have been profound. We cannot thank Sr Leone enough for her care for those that St Vincent's serves, and for her work in helping each of us to better understand what it means to be a mission-driven health service.

Looking to the year ahead, St Vincent's is delighted to welcome Jack de Groot as Group Leader Mission. Jack will lead St Vincent's through a new era of growth and development in Mission particularly in furthering our commitment to Social Justice through Health.

Even significant challenges and obstacles can be overcome when we are in pursuit of something about which we are passionate.

St Vincent's has a proud history of providing care to those in immediate need. We have made inroads in working in the areas of preventive health care, particularly in drug and alcohol services, mental health, health care for homeless people and in developing health services in partnership with Aboriginal and Torres Strait Islander Peoples. Through the Social Justice through Health initiative, St Vincent's is consolidating, streamlining and extending our efforts in this respect. We will further develop our services in providing health care with Aboriginal and Torres Strait Islander people, asylum seekers living in the community, and people experiencing homelessness. We will extend our efforts in research into the social, economic and cultural factors that lead to health inequities, and extend our role in advocating for a more just outcome for those we serve.

One of Sr Leone's key partners in Mission in more recent years was Julie Morgan. Julie concluded her role with SVHA in July 2013 having served as Group Mission, Research and Project

Coordinator since 2011. Julie was instrumental in helping lead our review of the Mission, vision and values statements and in the founding of our Social Justice through Health program. Julie's generous service to St Vincent's is deeply appreciated and we wish her every future success.

It has been a pleasure to serve as Acting Group Leader Mission in 2013 and I wish to thank my colleagues in Mission and staff throughout the health service for their support and assistance. The Regional Directors of Mission are unfailing in devoting their energies and talents to support our people in the delivery of mission-driven health care. In their roles they work beside staff in every area of our health and aged care services, sustaining, encouraging, advising and guiding. It has been an honour to work with such a dedicated, talented and generous group of people.

And finally, a special word of thanks to our volunteers. Your passion, enthusiasm and care inspire and encourage us. Your presence among our patients, residents and staff is a source of joy and hope. Thank you for helping us to deliver care that is based in love and hope to all those we serve.

Marcelle Mogg
Acting Group Leader Mission

Board of Directors



Mr Paul Robertson AM

Paul 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 Sydney and Director of the Financial Markets Foundation for Children.

Paul has a long association with the St Vincent's group having previously been Chair of St Vincents & Mater Health Sydney Ltd. Paul was appointed to the Chair of the St Vincent's Health Australia Board in October 2012 and has spent the last year travelling to the many St Vincent's facilities across New South Wales, Victoria and Queensland in order to meet staff and volunteers.



Ms Patricia Faulkner AO

Patricia is Deputy Chair of the St Vincent's Health Australia Board. She is also Chair of the National Health Performance Authority as well as Chair of the Boards of Jesuit Social Services and Superpartners. Patricia is a Member of the Council of Australian Governments' Reform Council and a Member of the Commonwealth Grant Commission as well as the chair of the Health and Hospitals Infrastructure Fund.

Patricia was previously the Global Leader for Healthcare at KPMG and Secretary of the Victorian Department of Human Services. Patricia has undertaken a number of roles with the Victorian Government over a period of almost 20 years. Patricia 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.



Dr Maryanne Confoy RSC

A Sister of Charity, Sr Maryanne 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.

Sr Maryanne 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. Sr Maryanne's 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 "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*. Sr Maryanne 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.



Fr Frank Brennan SJ AO

A Jesuit Priest and Professor of Law at the Australian Catholic University, Fr Frank also holds positions as Adjunct Professor at the Australian National University College of Law and National Centre for Indigenous Studies. Fr Frank is a well respected advocate for social justice, law and human rights in the Australian community. Fr Frank 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*.



Mr Brendan Earle

Brendan is a partner with the national law firm, Herbert Smith Freehills and is the national leader of its Healthcare practice. Brendan 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. Brendan has a longstanding 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.



Mr Gary Humphrys

Gary 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.

Gary 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. Gary also currently serves as a Director of Ergon Energy, The Holy Spirit Northside Private Hospital Limited and Electricity Supply Industry Superannuation (Qld) Ltd. Gary is an alternate director of Guilford Coal Ltd.



Mr Paul McClintock AO

Paul is previous Chairman of Medibank Private Limited and is Chair of Thales Australia, Myer Holdings Limited, I-MED Network and the Institute of Virology.

From July 2000 to March 2003, Paul served as the Secretary to Cabinet and Head of the Cabinet Policy Unit reporting directly to the Prime Minister as Chairman of Cabinet with responsibility for supervising Cabinet processes and acting as the Prime Minister's most senior personal adviser on strategic directions in policy formulation.

Paul's former positions include Chairman of the COAG Reform Council, the Expert Panel of the Low Emissions Technology Demonstration Fund, Intoll Management Limited, Symbion Health, Affinity Health, Ashton Mining, Plutonic Resources and the Woolcock Institute of Medical Research.

Paul was also a Director of the Australian Strategic Policy Institute and Perpetual Limited, a Commissioner of the Health Insurance Commission and a member of the Australia-Malaysia Institute Executive Committee.

Paul graduated in Arts and Law from the University of Sydney and is an honorary fellow of the Faculty of Medicine of that University, and a Life Governor of the Woolcock Institute of Medical Research.



Ms Belinda Hutchinson AM

Belinda 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. Belinda 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.

Belinda 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. Belinda was appointed as Chancellor of the University of Sydney in February 2013.



Prof Peter J. Smith RFD

Peter 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.

Peter 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. Peter is a Group Captain RAAF SR with the Reserve Forces Decoration and Director Air Force Health Reserves (NSW/ACT) Directorate of Health Reserves, Air Force, Royal Australian Air Force.



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.



Prof Suzanne Crowe AM

Suzanne is Associate Director of the Burnet Institute, Principal Research Fellow with the National Health Medical Research Council, Principal Specialist in Infectious Diseases at The Alfred Hospital and Adjunct Professor of Medicine and Infectious Diseases at Monash University, Melbourne.

At the Burnet Institute, Suzanne is head of the International Clinical Research Laboratory and the World Health Organization (WHO) Regional Reference Laboratory for HIV Resistance Testing. Suzanne is an adviser and consultant to the WHO Global Program on AIDS, has served as Deputy Chair of the Board of the Australian India Council (Department of Foreign Affairs and Trade), and as President of the Australasian Society for HIV Medicine.

Group Executives



Dr Tracey Batten

Group Chief Executive Officer, St Vincent's Health Australia

Tracey commenced as Group Chief Executive Officer in July 2009. Tracey brings to the role extensive experience within the health care industry. Tracey undertook her medical training at St Vincent's Hospital in Melbourne.

During her career, Tracey has held a number of senior executive positions including Director Clinical Services/Chief Medical Officer at St Vincent's Hospital Melbourne, Chief Executive Officer of Dental Health Services Victoria and Chief Executive of Eastern Health (Victoria). Tracey 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 Australian Institute of Company Directors.

Tracey is a Director of Holy Spirit Northside Private Hospital in Brisbane and an Adjunct Professor of the Australian Catholic University.



Mr Martin Day

Chief Executive Officer, St Vincent's Private Hospital Melbourne

Martin has served as Chief Executive Officer, St Vincent's Private Hospital Melbourne (formerly St Vincents & Mercy Private Hospital) since 2002.

Martin has held leadership roles in the health service industry for over 20 years including senior positions with Mayne Health in Victoria, Western Australia and Tasmania. Immediately prior to becoming Chief Executive Officer for St Vincent's Private Hospital Melbourne, Martin held the role of General Manager – International Health for Mayne Health. Martin holds a Masters of Business Administration 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, St Vincent's Health Australia

John 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 Private Hospital Toowoomba and Holy Spirit Northside Private Hospital (a joint venture with the Holy Spirit Missionary Sisters). In addition, St Vincent's Health & Aged Care operates a Sub Acute hospital, St Vincent's Private Hospital Brisbane, and St Vincent's Care Services which comprises seven owned aged and retirement facilities as well as an extensive community care service.

John is a graduate in Commerce from the University of Queensland with post graduate qualifications in Business Management and Organisational Behaviour. John joined the Queensland Health & Aged Care service in 2001 as the Director of Finance and became Chief Executive Officer in 2004. John is an Associate Member of the Healthcare Financial Management Association.



Prof Patricia O'Rourke

Chief Executive Officer, St Vincent's Hospital Melbourne

Patricia was appointed Chief Executive of St Vincent's Hospital Melbourne in April 2009, providing strategic direction and leadership as part of SVHA's senior executive team. Patricia has more than 20 years' experience in the health care industry, including in nursing and senior management and executive roles.

Patricia is a Director of the St Vincent's Institute of Medical Research Board, and the Victorian Comprehensive Cancer Centre, Chair of the Australian Catholic University's Faculty of Health Sciences Advisory Group and holds key roles within many other state-wide boards and committees. Patricia's other positions have included Chief of Clinical Operations and Chief Nursing Officer at St Vincent's Hospital Melbourne, Chair of the Western and Central Melbourne Integrated Cancer Service until 2012 and Southern Health Board Member until 2008.

Patricia is a graduate of the Australian Institute of Company Directors and a member of the Harvard Business Club of Australia.



Mr Jonathan Anderson

Chief Executive Officer,
St Vincent's Health Network
Sydney

Jonathan was appointed Chief Executive Officer of St Vincent's Health Network Sydney in April 2012 and brings to the role extensive experience in public health care in New South Wales. Jonathan has held leadership positions across a broad range of facilities and service types including tertiary referral teaching hospitals, district hospitals, Sub Acute 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.

Jonathan has held other senior positions including General Manager Rachel Forster Hospital; Director of Finance and Administration at Rozelle Hospital; Director St Vincent's Private Hospital Toowoomba; as well as senior positions at Central Sydney Area Health Service. Jonathan has also had responsibility for specialised corporate roles such as the Sisters of Charity Health Service National Risk Manager and National Aged Care Coordinator.

Jonathan has a Bachelor of Economics from Sydney University and a Masters of Management from MGSM.

Mr Robert Cusack

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

Robert was appointed as Chief Executive Officer of St Vincent's Private and Mater Hospitals Sydney and Group General Manager NSW in April 2012. Robert 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. Robert was previously Executive Director of St Vincent's Private Hospital and Mater Hospital Sydney and has been with the organisation since July 2008.

Robert is an Associate Fellow of the Australian College of Health Services Executives and is a past President of the ACT Branch of the College. Robert is a member of the Australian Private Hospitals Associations National Council and has been a surveyor with the Australian Council on Healthcare Standards since 1997.

Group General Managers



Mr David Bryant

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

Bachelor of Business,
University of Western Sydney
Master of Business
Administration, Lancaster
University, UK

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

David is Chairman of the New South Wales Board of The Hunger Project, a not-for-profit focussed on ending hunger in the third world through education. David is also Chairman of The Station Ltd, a homeless shelter providing a range of services in inner city Sydney.

David holds a Certificate in Superannuation Management from Macquarie University and a Diploma from the Australian Institute of Company Directors. David is also an adjunct lecturer at the University of New South Wales for the Executive MBA program.

Experience

- Principal, The Insight Group
- Partner, Talent Partners
- Head of Human Resources, Insurance Australia Group
- Group General Manager Human Resources, Qantas



Mr Peter Forsberg

Group Chief Financial Officer,
St Vincent's Health Australia

Bachelor of Science, Honours,
University of Reading, UK
Chartered Accountant
Graduate Diploma in Applied
Finance and Investment

An experienced and qualified public company chief financial officer, Peter has worked in health care, manufacturing and distribution, Fast Moving Consumer Goods, professional services, and in publicly listed and private equity owned companies both in Australia and internationally.

Peter joined St Vincent's Health Australia in July 2010 and is responsible for leading the financial strategy of the organisation.

Peter 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.

Experience

- Chief Financial Officer, DCA Group (ASX listed)
- Chief Financial Officer, Blake Dawson Waldron
- Chief Financial Officer, Goodman Fielder Milling and Baking
- Vice President Finance, Burns Philp Global Yeast
- Senior Manager, Deloitte



Dr Annette Pantle

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

MBBS, University of Sydney
Masters of Public Health,
University of NSW

Annette has extensive experience in clinical practice improvement for quality and safety in health care. Annette joined St Vincent's Health Australia in November 2010 with responsibility for providing leadership in clinical governance matters and enabling effective governance of clinical quality and safety outcomes across all SVHA facilities.

Annette oversees improvements in clinical quality and safety through access to consistent performance data, benchmarking information and best practice sharing.

Annette holds a Graduate Diploma from the Australian Institute of Company Directors and a Fellowship of the Royal Australasian College of Medical Administrators. She is a Fellow and current President of the Australasian Association for Quality in Health Care.

Experience

- Director Clinical Practice Improvement for the NSW Clinical Excellence Commission
- Development and implementation of clinical quality improvement projects and programs for NSW Health
- Rural general practice
- Metropolitan medical administration



Mr Rob Beetson

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

Bachelor of Laws/Bachelor
of Arts
Graduate Diploma in Legal
Practice (NSW College of Law)
Post Graduate Diploma in
Humanities (Italian), University
of New England

Masters of Law (Human Rights &
Social Justice), University of NSW

Rob has an extensive background in health having worked in the sector for more than 30 years. Rob was appointed to the role of Group Manager Legal and Governance in August 2010 and he is also the Company Secretary for the St Vincent's Health Australia group of companies. Rob is responsible for all SVHA Board related administration and governance, the development and implementation of corporate governance policies and coordination of legal compliance.

Rob is admitted as a Solicitor of the Supreme Court of NSW, is a member of the Law Society of NSW, the Australian Corporate Lawyers Association and is a member of the Institute of Chartered Secretaries.

Experience

- Health sector – 30 years' experience in clinical, executive, risk management, governance and policy portfolios.
- NSW Police Service, Internal Affairs and External Agencies Response Unit
- Manager of Investigations, Health Care Complaints Commission (NSW)

Our strategy



Ms Clare Douglas

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

Masters of Management,
Monash University

Graduate Diploma in
Health Administration,
La Trobe University

Bachelor of Applied Science,
Nursing, Australian Catholic
University

Registered Nurse Certificate,
St Vincent's Hospital, Melbourne

Clare has extensive experience in senior management in both public and private health care. Clare commenced with St Vincent's Health Australia in October 2010. In her current role Clare is responsible for Procurement, Information, Communications and Technology, Environmental Sustainability and Business Optimisation across the SVHA Group.

Clare is a graduate of the Australian Institute of Company Directors, a Surveyor for the Australian Council on Healthcare Standards and is a Fellow of Leadership Victoria.

Experience

- Chief Executive Officer, Country Health South Australia (contract)
- General Manager, Box Hill Hospital, Eastern Health
- General Manager, Clinical and Corporate Support, Eastern Health
- Director of Surgical Services and Chief Nursing Officer at the Royal Victorian Eye and Ear Hospital



Ms Janet Muir

Group General Manager
Strategy, St Vincent's
Health Australia

Chartered Accountant

Masters of Business
Administration, The University
of Melbourne

Graduate Diploma, Australian
Institute of Company Directors
Chartered (Company) Secretary

Janet has significant knowledge of the health care sector, including public and private hospitals, aged care, pathology, community and home services, and has extensive experience in strategic leadership, and operational and project management.

Janet was appointed to her current role in October 2010 and is responsible for the provision of strategic leadership to St Vincent's Health Australia in the achievement of its vision and five-year strategy. Janet drives whole of organisational performance through the executive management of risk, internal audit, health fund negotiations, government relations and business intelligence and has executive responsibility for the Audit & Risk (Board) Committee and Catholic Negotiation Alliance.

Experience

- Group Manager Strategic Development, St John of God Health Care
- General Manager Strategic Operations, St John of God Pathology
- Director of Finance, St John of God Pathology and Bunbury Hospital



Ms Marcelle Mogg

Acting Group Leader Mission,
St Vincent's Health Australia

Masters of Business
Administration (current),
Melbourne Business School

Bachelor of Social Science
(Pastoral Studies), Australian
Catholic University

Diploma of Applied Science
(Nursing), Australian Catholic
University

Marcelle has senior leadership experience in health and not-for-profit organisations with a focus on organisational culture, Mission, values and identity development. Marcelle was appointed Acting Group Leader Mission for St Vincent's Health Australia in 2012 having previously served as Group Communications Manager SVHA and Director of Mission, St Vincent's Hospital Melbourne. In her current role Marcelle is responsible for overseeing the formation of SVHA Board, executive and staff and ensuring the policies and practices of the health and aged care services promote SVHA's Catholic identity.

Experience

- Group Communications Manager, St Vincent's Health Australia
- Director of Mission, St Vincent's Hospital Melbourne
- Journalist, *Australian Nursing Journal*, Australian Nursing Federation
- Editor, *Eureka Street* and *Australian Catholics* magazines, Jesuit Publications
- Lay Partnership Coordinator, Marist Brothers
- Registered Nurse, St Vincent's Hospital Melbourne

We continued implementation of the St Vincent's Health Australia five-year strategic plan (2012-2016) with significant achievements.

The strategy is our roadmap to deliver on 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.

Now in its third year of operation, the strategy supports our business objectives of becoming an integrated health and aged care services provider by remaining focussed on our vision: To lead transformation in health care inspired by the healing ministry of Jesus.

Health care, and the expectations of our community in relation to how, when and where they access services has rapidly changed. It is imperative that as we work towards achieving an integrated service across our public hospitals, private hospitals and aged care, we not only satisfy the needs of a more informed and diverse community, but we also maintain financial stability and continue to build strong partnerships to enable us to grow and develop our services.

Our strategy is underpinned by four Key Result Areas that assist us in delivering on our Mission and vision:

Mission and Social Justice

- a strong sense of Mission and our role as a Catholic health and aged care provider throughout the organisation, and
- a greater ability to deliver on our commitment to the poor and disadvantaged in our communities and Australia-wide.

Exceptional Care

- delivering world-class health and aged care for our communities by continuously improving the quality and safety of our services and actively involving and informing patients, residents and their carers in the care they receive, and
- a strong commitment to research and innovation underpinned by our vision to lead transformation in health care.

Our strategy is underpinned by four Key Result Areas that assist us in delivering on our Mission and vision.

Remarkable People

- a genuine sense of belonging and engagement with our employees.

Sustainability and Growth

- building a sustainable organisation that will encourage us to look to the future and enable us to lead transformation in health care and prepare for, and maximise the benefits of predicted growth and development.

Each of our regions supports the delivery of SVHA's national goals, as well as prioritising their local community objectives. Many of our strategic breakthroughs are borne out of the experiences of our employees, patients, residents and external stakeholders.

We review our strategy implementation annually through strategic workshops and ongoing trend analysis. Insight into the emergence of new trends is key particularly in an industry such as health care where innovation, population trends and policy reforms never remain static. In an environment where health policy has been turbulent, the ability to make agile decisions in line with business imperatives over the last 12 months has been critical in realising growth and development opportunities.

In 2013-14 we are committed to consolidating our position as a recognised sustainable public health care provider, growing our relative market share in private health care services, growing our aged care services, commencing the journey of becoming a leader in Person Centred Care, and focussing on the preferential option for the poor.

Mission and Social Justice

Working to strengthen and grow our Mission by focussing on a preferential option for the poor is central to St Vincent's Health Australia. We endeavour to nurture a culture that reflects our Catholic identity, Mission and values, building strong relationships as a key ministry of the Church in Australia.

Our people are committed to our Mission, seeking to reach out to people in the community every day. We put our energies, skills and efforts at the services of others in order to change people's lives for the better.



Sr Clare Nolan RSC (left) and Sr Deirdre Hickey RSC.

Social Justice through Health

The Social Justice through Health initiative seeks to support some of the more vulnerable people in our society. The program looks to identify and address the factors that lead to inequities in health care outcomes for people in the community. These factors may be personal, social, economic or environmental.

Focussing on our preferential option for the poor, we have identified three groups that, as an organisation, we will support through the St Vincent's Health Australia Social Justice through Health program:

- Aboriginal and Torres Strait Islander Peoples
- people who experience chronic homelessness, and
- people seeking asylum in the community.

The aims of the program reflect the principles of Catholic Social Teaching and are at the core of our Mission. The strategy underpinning the program brings together a focus on Catholic identity, Person Centred Care, best clinical practice, research and advocacy.

The key aims within the Social Justice through Health Program include:

- enabling individuals to have and maintain a healthy and flourishing life
- providing equity of access to these three marginalised groups, and
- providing Person Centred Care.

The aims of the program reflect the principles of Catholic Social Teaching and are at the core of our Mission. The strategy underpinning the program brings together a focus on Catholic identity, Person Centred Care, best clinical practice, research and advocacy.

To achieve the aims of the Social Justice through Health program, St Vincent's Health Australia is working with a wide group of community based partners and service providers. We are working in partnership, pooling our expertise, skills and resources, to better understand and counter the social determinants that see some people experiencing poorer health outcomes than others. We are pursuing four avenues in seeking to better support the population groups identified through:

- improved or extended clinical services and responsiveness
- research
- advocacy, and
- developing our organisational culture and capability to ensure our response is centred on the needs of individuals.

Our response

A range of initiatives are proposed for St Vincent's Health Australia's Social Justice through Health program over the next three years. Many of these are underway including:

- strengthening homeless services at St Vincent's Hospital Sydney through Tierney House, short term hostel-style accommodation for the inner city homeless population
- extending St Vincent's Hospital Melbourne's ALERT program that identifies people presenting frequently for care, and with complex care needs. This may include providing better coordinated care for people experiencing homelessness, who often become 'lost' in health care systems
- focussing on the work of the Sister Francesca Healy Cottage which provides pre and post-operative care for people who are homeless in a short term residential setting
- continuing to serve people through Prague House which provides low level residential care for people who have been homeless or at serious risk of homelessness, and
- supporting Brisbane's Common Ground Initiative. St Vincent's Hospital Brisbane has partnered with Micah Projects to house and support people who are homeless in Brisbane and provide in-reach nursing care.

In seeking to develop our capacity and effectiveness in responding to those in need, St Vincent's Health Australia is:

- establishing a consistent group wide approach to help us identify those within our services who are vulnerable

- undertaking research to evaluate services for people who are homeless and identify evidence-based, best practice models of care
- developing a scoping study that will evaluate the health and wellbeing needs of asylum seekers in Western Sydney – home to the largest number of asylum seekers in Australia – so that St Vincent's Health Australia can identify and advise on the health policy needs for the future, and
- instituting a communication and engagement plan that will bring together our staff and community providers to help support our engagement with the three targeted population groups.

Recognising our commitment to redressing inequities in health, St Vincent's Health Australia is pleased to participate in the recently convened Social Determinants of Health Alliance.

The Alliance was formed in October 2012 with the goal of working with governments to improve health outcomes for all Australians, and especially among those who are subject to social or economic disadvantage. The Alliance membership includes Australia's leading health equity researchers – some of whom were involved in the World Health Organization's Commission on Social Determinants of Health – as well as leading health promotion and social service organisations.



Tierney House Manager, Cameron French (right) and Johnny.

Mission possible

Recognising that helping our staff to understand and integrate Mission into their practice, is a key component in ensuring the growth and development of St Vincent's identity as a Catholic health and aged care ministry, the Mission directorate at St Vincent's Hospital Melbourne has introduced new initiatives for staff including:

- the design, development and launch of a Mission Master Class program
- preparation and delivery of a suite of education sessions on our four key values of Compassion, Justice, Integrity and Excellence
- encouraging and nurturing staff through monthly Mission newsletters, events to mark and celebrate key milestones, and
- adopting a thematic approach to Mission reflections at each staff meeting and forum.



Health care for the homeless

Tierney House opened in October 2012 as part of the Homeless Health Service at St Vincent's Hospital Sydney.

Named after Sister Maurus Tierney, a Sister of Charity long recognised for her service to the homeless, this 12-bed residential facility serves the most marginalised members of our community, including many who do not readily engage with mainstream health services. Tierney House looks to improve the health of those experiencing homelessness in the inner city of Sydney, while providing access to services that help residents with their health, housing and support needs.

Residents are most often referred to Tierney House through St Vincent's Hospital's Acute care wards, the emergency department, through mental health or drug and alcohol services, or through the nine clinics St Vincent's Homeless Health Service operate in the inner city. Many residents have also come through other hospitals and health services in Sydney.

While residents often present to Tierney House with a clear health care need, it is often the attending social or psychological issues with which a resident may need most support. The dedicated staff at Tierney House are attuned to the personal and often complex needs of residents, and tailor their care according to the needs of each person.

The dedicated staff at Tierney House are attuned to the personal and often complex needs of residents, and tailor their care according to the needs of each person.

Tierney House Manager Cameron French, says, "A key part of the admission process is how we welcome and introduce the residents to Tierney House. Through the provision of a cup of tea or a meal, residents are oriented to the unit, shown where they can shower and the location of their bed before the admission process begins. This is important as residents must be made to feel welcome, safe and cared for before initiating discussion around treatment."

The residents of Tierney House may not readily engage in mainstream services so their agreement to enter and remain for care is in itself a measure of success. Gaining the trust of residents is paramount in supporting their continued care and progress.

Some of the most rewarding stories to emerge from Tierney House are those of residents re-engaging with their family, their feelings of being at home, their pleasure at being able to help prepare evening meals or potter in the garden. These are all experiences that are often foreign to people who are homeless.

"The feedback so far has been extremely positive as residents experience first-hand the values of respect, compassion, dignity and hospitality while resident at Tierney House; these are emotions and behaviours that are rarely experienced when sleeping rough on the streets of Sydney," says Cameron.

Even though they are admitted for clinical care, residents describe a relationship with staff that is based on equality and mutuality rather than that of a clinician and patient. Mutual trust, together with the opportunity to observe residents in the home-like environment that Tierney House affords, enables clinicians to develop a greater understanding of the needs of each person, and to build rapport and trust, all of which leads to better outcomes for residents.

Asylum seeker health and wellbeing

St Vincent's Health Australia has published a major study into the health and wellbeing of asylum seekers living in the community.

In late 2012, we commissioned a major research project into the health care needs of asylum seekers living in situations of community detention in Australia.

The research sought to ascertain how the health outcomes of people living in community detention are shaped by the highly vulnerable and precarious context in which they are living. The research also identified those agencies presently working with people in community detention and kind of assistance provided. This will help us to determine opportunities for SVHA to support and partner with existing agencies.

We wanted to better understand the impact on the rights of those living in community detention and the broader national and international policy environment so that we might begin to think about how we can contribute to long-term change. As Australia's largest Catholic health and aged care provider, we wanted to find ways to respond more effectively to the daily health and social needs of asylum seekers in our community.

The research report, the *St Vincent's Health Australia Asylum Seeker Health and Wellbeing Scoping Study*, is available for anyone interested in learning more about the health needs of asylum seekers residing in the community in Victoria, New South Wales and Queensland.

The study can be accessed via our website www.svha.org.au

Reaching out in the community

St Vincent's Private Hospital Sydney continues to support the Asylum Seeker Centre, a community based service in Surry Hills.

The hospital supplies medications for life-threatening and serious conditions, referrals for pro-bono dental, optometry, psychiatric and other forms of specialist treatment, as well as advocating for fee reductions, fee waivers or payment plans on emergency hospital procedures to support people seeking asylum to access health care.

Building on its relationship with the Asylum Seeker Centre, the hospital recently established the Asylum Seeker Health Education Program to provide primary health information to people seeking asylum. St Vincent's Private Hospital clinicians volunteer their services providing education sessions on chronic disease and information on how to access health care in Australia. The program provides opportunities for staff to volunteer their skills and services, engaging with the broader community.

Homelessness services award

In partnership with Mater Health Services and Micah Projects, St Vincent's Hospital Brisbane won a National Homelessness Services Achievement Award for the Brisbane Common Ground Initiative.

The program engages nurses to work within multidisciplinary teams, caring for people who are homeless or at risk of homelessness in Brisbane. In the first five months of the after-hours response, the partnership provided more than 1,600 occasions of care to people as young as 14 years and as old as 86.



Celebrating the success and progress of our Reconciliation Action Plan.

Exceptional Care

A genuine culture of Person Centred Care is the first goal of the Exceptional Care Key Result Area in our strategy.

Closing the gap

St Vincent's Health Australia celebrated the success and progress of our Reconciliation Action Plan in February 2013 at a special dinner and showcase in Canberra hosted by Reconciliation Australia.

Group CEO Dr Tracey Batten joined Indigenous leaders, government ministers and leaders of other community, business and service providers who have instituted Reconciliation Action Plans, at an address by former Prime Minister The Hon. Julia Gillard reporting on progress towards the *Close the Gap* objectives.

Representatives from the Aboriginal and Torres Strait Islander health programs across St Vincent's Health Australia participated in the showcase and workshops, sharing their experience and insights with other Reconciliation Action Plan partners and Indigenous organisations.

Dr Batten says, "As Australia's largest Catholic health and aged care service provider, St Vincent's Health Australia is committed to its vision for a reconciled Australia where all our peoples and communities share in the health and prosperity that this nation has to offer.

"We are proud to be one of the first health care organisations to develop a Reconciliation Action Plan through which we aim to work with Aboriginal and Torres Strait Islander communities to foster and support equity and access to health care."

Cadetships for Indigenous nurses

Through *Closing the Gap* funding from the Victorian Department of Health, St Vincent's Hospital Melbourne has established an Aboriginal Nursing Cadetship program providing scholarships and training for Aboriginal medical, nursing and allied health students.

The hospital has a long history of providing care to Aboriginal patients and is the largest metropolitan provider of health care to Aboriginal adult clients in Victoria. The Aboriginal Nursing Cadetship Program aims to increase the number of Aboriginal nurses at the hospital by providing a cadetship as part of the Bachelor of Nursing course, which in turn will further the delivery of culturally appropriate care to Aboriginal patients.

The pilot program has offered four Aboriginal cadetships, providing support and paid clinical placement experience for up to 12 weeks in a variety of clinical areas within the hospital, in addition to the usual clinical placements that are part of a Bachelor of Nursing. One cadet who successfully graduated at the end of 2012 has been employed as a graduate nurse within St Vincent's Hospital Melbourne, while another three will complete their studies in 2013.

St Vincent's Private Hospital Sydney commenced its Aboriginal and Torres Strait Islander Nursing Cadetship Program in 2012. The cadetships provide support for Aboriginal and Torres Strait Islanders to become Registered Nurses enhancing health and education for individuals and communities.

The St Vincent's Private Hospital Sydney cadetship program has employed six Aboriginal and Torres Strait Islander nursing students. The cadets work with Registered Nurse mentors and Assistant in Nursing preceptors while receiving study allowances for professional and financial support. On completion of the cadetship the hospital encourages employment in its graduate program.

The importance of providing care that is centred around the needs of our patients is central to our Mission and vision and integral to our values.

The increasing complexity of health care delivery has resulted in much fragmentation of care with consequent patient disenfranchisement and dissatisfaction. Person Centred Care denotes an appreciation of the needs of the patient, resident and client and their family and carers in the design and delivery of the health care they receive. Putting the patient or resident/client at the centre of health care provision is increasingly advocated by consumers and health care practitioners and has been mandated by The Australian Commission on Safety and Quality in Health Care in its accreditation standards.

As a key quality indicator, Person Centred Care provides clinical and operational benefits such as shorter average length of stay in hospital and a significantly lower cost of providing health care per case.

St Vincent's Health Australia seeks to improve the quality of health care delivery and patient satisfaction by focussing on organisational policy and care delivery around the needs of the patient. In 2013-14 we will focus on programs to support Person Centred Care as we strive to become the leader in this approach in Australia.

Key achievements

- no serious harm medication errors notified across the St Vincent's Health Australia group since October 2011
- a reduction in Clostridium difficile infection rates
- improved hand hygiene compliance across all facilities with a group rate on par with the national average at 76.9 per cent (range 67.4-81.4 per cent)

- implementation of a harmonised RiskMan incident reporting system across all our Acute and Sub Acute hospitals to ensure standard process for notification and analysis of all clinical and workplace health and safety incidents, and patient feedback (complaints/compliments), and
- we provided clinical education to 4,620 medical, nursing and allied health trainees at our facilities during the year.

New initiatives

- implementation planning studies are underway across all our sites for a standardised Clinical Information System across the group
- we contracted a single accreditation provider for our hospital services including KPIs
- we implemented an electronic credentialing database to support standardised appointment, credentialing and defining the scope of clinical practice of senior medical staff
- we established and supported a network of infection control practitioners across all hospital facilities to enable sharing of information and support of best practice approach to infection control issues, and
- we conducted our first staff survey of patient safety culture across the SVHA group. Results of the survey will assist in targeting new initiatives to reduce avoidable harm and to identify priority areas for behavioural improvement at a service, division, department and unit level.



Holy Spirit Northside Private Hospital's new operating suite technology is one of the most advanced cardiac theatres in Australia.



Artist's impression of the proposed Aikenhead Centre for Medical Discovery.



Team takes on heart disease

Holy Spirit Northside Private Hospital in Brisbane established a new multidisciplinary Heart Valve Team to assess patients with complex heart valve disease.

The team brings together cardiac experts who are world-renowned, not only for their medical and surgical advances, but also their innovative approach to treating cardiac disease. This team approach is an Australian first for this standard of medical collaboration and innovation. Patients with complex heart valve disease have the most appropriate intervention, either surgical or medical, recommended by the expert group based on their specific and unique clinical history and condition.

As part of its Mission to improve health care and transform lives, the hospital works with industry partners and many skilled and world-renowned specialists. Many are at the cutting edge of research in cardiac care and are committed to pioneering new technologies and continually advancing their surgical and medical skills.

As we look to the future we have to be responsive to change and attentive to emerging needs. A program of this significance paves the way to open discussions with the private health insurers as they recognise that the hospital is actively seeking ways to mitigate clinical risk and is dedicated to improving and providing the safest and highest quality cardiac care to our patients.

The hospital plans to extend the Heart Valve Team's service to external specialists and GPs in both metropolitan and rural regions.

New model of emergency care

St Vincent's Hospital Sydney has implemented a new nursing and medical model in the Emergency Department focussed on patient care and safety. The initiative was part of a wider program to improve the capacity and efficiency of patient flow through the hospital.

Major sustainable clinical redesign has been achieved by engaging clinical staff from the beginning and remaining patient focussed throughout the program.

Based on diagnostic results, major changes included introducing a team based model of care, streaming and medical team allocation from triage, introduction of a fast track, development of strict business rules for the Emergency Medical Unit (EMU), and operational Nurse Unit Managers on every shift. An intensive two-month staff education program was commenced prior to implementation and included workshops and simulation exercises.

Six months after implementation National Emergency Access Target (NEAT) has improved by 16 per cent, with a 23 per cent improvement in NEAT for patients discharged home. Patients who did not wait have decreased by 43 per cent. Post implementation, 80 per cent of patients admitted to EMU are under the care of an Emergency Consultant compared to 65 per cent before the new model of care.

Leading the way in medical discovery

St Vincent's Hospital Melbourne (SVHM) and partners of the Aikenhead Centre for Medical Discovery (ACMD) have made significant progress in the past 12 months towards establishing the first biomedical engineering research and education centre in Australia. An agreement has been secured from the ACMD partners to contribute \$60 million towards the total capital works for this important project.

The ACMD will bring together research and training from hospitals, universities and medical research institutes in a purpose-built, collaborative research centre. International experience and research confirms that centres like the ACMD deliver better research outcomes while significantly reducing the time to commercialise discoveries. The discoveries made at the ACMD will help to stem the tide of rising health costs, generate new jobs in advanced manufacturing and enable Australians to live longer, more productive lives.

There have been major advancements in the biomedical engineering research programs already underway at SVHM's partner institutes. In 2012, ACMD partners implanted an early prototype bionic eye into a blind patient, demonstrated success in helping people with epilepsy predict the onset of seizures through an implanted device and opened a dedicated additive biofabrication research suite at the hospital.

Clinical excellence rates highly

At the heart of all its endeavours at St Vincent's Private Hospital Sydney (SVPHS) is the provision of exceptional care.

The hospital has achieved outstanding results in key independent clinical excellence indicators relating to overall national and peer group comparison benchmarks. Recent initiatives to strengthen clinical services include the establishment of Acute inpatient stroke unit and the commencement of the living donor related renal transplantation program.

In 2012, the HCF patient satisfaction survey highlighted that SVPHS was a top performer in patient satisfaction and experience in Australia. A similar survey conducted by Medibank Private also showed outstanding results. More broadly, the hospital's ongoing assessment of patient satisfaction and experience confirmed similar results by the benchmarked Press Ganey survey conducted on a monthly basis.

The discoveries made at the ACMD will help to stem the tide of rising health costs, generate new jobs in advanced manufacturing and enable Australians to live longer, more productive lives.



Uspace cares for young people affected with mental health illness.



Groundbreaking cardiothoracic surgery performed first at St Vincent's Hospital Melbourne.

Telehealth supports regional patients

St Vincent's Private Hospital Brisbane, in partnership with the Australian Government, established the Telehealth Education and Support Project to further develop telehealth expertise in general practitioners. Telehealth services across the Darling Downs in Queensland are set to reduce travel time and financial outlay for patients needing to see a specialist in a major city.

Through video conferencing technology, regional patients can check in remotely for a specialist consultation from their general practitioner's office. This innovative option is steadily growing in popularity with GPs, specialists and patients and reflects a changing health care landscape.

While telehealth has a number of benefits, including reduced travel time and expense, equally important is that GPs can participate in the specialist consultation. By being present, GPs can offer support and provide an overview of the patient's medical history if necessary.

Space for young mental health patients

In 2012, St Vincent's Hospital Sydney opened Uspace, a new mental health unit to care for young men and women affected with mental health illness.

Winning the prestigious World Architecture Awards in Paris for best health care facility, the purpose-built unit is achieving good results in treating those with early psychosis, anxiety and mood disorder.

The 20-bed Sub Acute unit, housed within the O'Brien Centre, the hospital's existing mental health and alcohol and drug facility, is the first of its type in Australia. The unit also provides diagnosis specific day programs, an outreach service and outpatient consultations.

Uspace is receiving a good stream of patient referrals including some from Psychiatric Emergency Care Centres (PECCs). Uspace Director, Dr Peter McGeorge, says: "This is particularly encouraging because PECC units are built for short-term Acute situations. Patients can now be treated in a purpose-built, more age-appropriate facility providing the right support to achieve a better outcome."

Plans are underway to strengthen Uspace's day care programs and to provide outreach and telepsychiatry services.

Breaking new ground in research

St Vincent's Hospital Melbourne became part of a ground-breaking new partnership in biomedical research, the Melbourne Academic Centre for Health. The new centre sees the hospital come together with partner hospitals, medical research institutes and the University of Melbourne in a leading collaboration in biomedical research.

The research centre is the culmination of two years' work by a steering committee of 21 organisations who have developed an innovative and thematic approach to key issues within the health system.

The centre will focus on a number of core themes, including research and innovation, workforce capacity and training, translational programs, managed comprehensive care, primary care integration, and prevention and health literacy.

The Melbourne Academic Centre for Health will share research and interchange ideas with Monash Partners' Academic Health Science Centre and work collaboratively with the Department of Health to ensure that the Victorian community gains the most benefit from the innovations and initiatives that are developed by them.

Australian first surgery

The Cardiothoracic Surgery team at St Vincent's Hospital Melbourne performed the first surgery in Australia of a ground-breaking sutureless aortic valve replacement procedure. The procedure uses a new class of rapid-deployment aortic valve, eliminating the need for sutures, decreasing the impact of the surgery on patients and reducing the risk of complications.

The replacement aortic valve uses a heat sensitive metal that can be folded into position, which simplifies deployment, while allowing the valve to be repositioned during the implant.

The standard method of performing a surgical aortic valve replacement is to perform a sternotomy, which involves a vertical line incision being made along the breast bone, which is then divided or cracked to provide access to the heart and lungs.

The patient is placed on a heart lung machine and the heart is opened and the diseased aortic valve is removed. A new valve is then secured into position using sutures.

In the second half of 2013, the device will be used to perform aortic valve replacement operations through a small cut in the right side of the chest, avoiding the sternotomy, further reducing the invasiveness of the procedure and reducing the chance of complications.

This will significantly shorten the length of time of the procedure and allow patients to recover from surgery more quickly, leave hospital sooner and return to work and normal life.

While telehealth has a number of benefits, including reduced travel time and expense, equally important is that GPs can participate in the specialist consultation.

Remarkable People



Our people are essential to our success by bringing our Mission to life each day. It is through our people that we are able to integrate our Mission and values into every interaction with our patients, families, employees and the community.

In 2012-13, we continued to invest in our people and listen to their feedback through initiatives such as the Employee Engagement Survey, our first group-wide Executive Leadership Program and our new Group Core Capability Framework.

Our key focus areas for the next 12 months are:

- a continued improvement in workplace health and safety for our staff
- advancing our Mission through all our people processes
- a succession plan process for senior leaders in the organisation
- continued focus in equipping our leaders and managers with the skills they need to manage the performance of their employees
- Equal Employment Opportunities – employment strategy for Aboriginal and Torres Strait Islanders, asylum seekers and people with disabilities, and
- enhanced communication between regions, producing best practice sharing for greater efficiency.

New Code of Conduct

The St Vincent's Health Australia Code of Conduct launched in 2013 applies to all our people across every SVHA facility and service.

The Code is grounded in both our Gospel values of Compassion, Justice, Integrity and Excellence and our Catholic tradition. It is intended to help employees understand their obligations and responsibilities to each other and to our organisation.

The Code of Conduct is an open disclosure of the way we operate and provides guidelines for expected behaviours of all our employees including volunteers, independent contractors, visiting medical practitioners, agency staff and students.

The new Code will help ensure that we continue to conduct ourselves in a manner that meets the standards that have made SVHA a leader in Catholic health and aged care and provides the basis for developing a positive, engaging workplace culture which reflects our Mission and values.

The Code is grounded in the Catholic tradition and our Gospel values of Compassion, Justice, Integrity and Excellence.

Raising leaders

We introduced an Executive Leadership Program to identify and build senior leadership capability in the organisation. A rigorous selection process was undertaken to identify 16 developing leaders across each of our facilities.

These leaders have participated in a 12-month learning program ranging from classroom workshops through to experiential, on-the-job activities and stretch assignments to allow immediate application of the learning.

Each of the participants has been partnered with a senior executive in the organisation to mentor them through the program. This partnership allows for a sharing of knowledge, skills, information and perspective to foster personal and professional growth.

The participants are required to work on a group project which will be presented to the Group Executive at the conclusion of their program. Each of the projects is designed to enhance the leadership skills which have been the focus of the program and deliver an outcome to the organisation which addresses current issues.

Toowoomba's in-house school

St Vincent's Private Hospital Toowoomba (SVHT) was the first hospital in the Darling Downs region to establish an in-house clinical school which opened in November 2012.

The school caters for Nursing, Midwifery and Paramedic students studying through the Australian Catholic University (ACU) and encourages nursing students to remain in the Darling Downs region during their studies and beyond. Previously, ACU students based in rural Queensland had to travel to Brisbane for lectures and residential college, which can now be conducted at SVHT.

Engaging our people

St Vincent's Health Australia conducted its biennial organisation-wide Employee Engagement Survey in early 2013.

The purpose of this survey was to provide an opportunity for employees to identify our strengths and weaknesses in order to learn how we could improve as both a place to work and as an organisation that sets standards of excellence in achieving our Mission.

Of our 12,283 permanent staff, 7,818 participated in the survey resulting in an overall response rate of 64 per cent. In 2013, the overall level of Employee Engagement in SVHA is 53 per cent, an improvement of 3 per cent since the 2010 survey. This benchmark is considerably higher than the health sector norms, which currently averages around 46 per cent.

Each state, region and reporting unit has been provided with areas to focus on, with an emphasis on addressing workplace frustrations. Across the organisation, the need to enhance management skills in performance coaching will be a priority.



St Vincent's Private Hospital Melbourne graduate nurses Holly Greene (left) and Aryaa Sivalingam.



Associate Professor Wilma Beswick AM.



Dr Eugenie Tuck with her award at Parliament House in Canberra.



Bev Hassett won a National Volunteer Award.

People practices

As part of our Group Learning and Development Project, we developed a new Group Core Capability Framework. Eight core capabilities in the framework further the Mission of St Vincent's Health Australia, strengthen our ministry and drive our strategy.

An individual's ability to understand and behave in a manner consistent with our Mission and values and a leaders' capacity to describe leadership in the context of a Catholic Church Ministry is key to delivering our Mission. These concepts are embedded into each capability.

The framework is intended to be used as a management tool providing objectivity to our people practices and underpinning recruitment, performance management, learning and development across all our regions in the coming year.

Graduate program a drawcard

Education and training is at the very heart of what we do and St Vincent's Private Hospital Melbourne (SVPHM) continues to offer new graduates the best possible start to their careers.

The Education & Development team at SVPHM is a recognised industry leader – a position substantiated by two consecutive Outstanding Achievement ratings in the Australian Council of Healthcare Standards accreditation process.

In addition, medical staff rated the standard of nursing care at the hospital in the top one per cent of Australian Private Hospitals in the 2012 Press Ganey Doctor Satisfaction Survey.

A woman of honour

Chief Medical Officer of St Vincent's Hospital Melbourne (SVHM), Associate Professor Wilma Beswick AM, was inducted onto the Victorian Women's Honour Roll in March 2013 for her contribution in the field of medical education. The Honour Roll recognises and celebrates women who have made an extraordinary contribution to Victoria in fields as diverse as health, science, law, social justice, sport, arts, media and education.

Prof Beswick has worked at SVHM for more than 20 years and has a reputation as one of Australia's leading physicians and educators. She has had a profound influence on the skills, knowledge and professional perspective of thousands of doctors and through them on countless patients.

Asked to describe her style of teaching, Prof Beswick says that the successful practice of medicine relies on two core elements, both the science and the art of medicine. "The art of medicine goes beyond the mastery of the science, and lies in a doctor's ability to truly listen, to empathise and understand the emotional and physical needs of another individual. That's the art, that's the challenge."

Prof Beswick, her colleagues and students have built the reputation of the University of Melbourne St Vincent's Clinical School as one of the best clinical schools in Australia. SVHM has consistently attracted the best and brightest university graduates and junior doctors based on the reputation of its tailored training programs, the support given to trainees and its high exam pass rates. Over the past decade SVHM student physicians have achieved a 92–100 per cent pass rate compared to a national average of 65–70 per cent. This includes an outstanding 100 per cent pass rate in 2012 (20 out of 20 student physicians).

Turning lives around

Correctional Health Service Medical Director for St Vincent's Hospital Melbourne, Dr Eugenie Tuck, received the Catholic Social Services Perkins Award for Excellence. Dr Tuck was presented with the award at Parliament House in Canberra in June.

The award is recognition of Dr Tuck's outstanding contribution to health care during a 47-year medical career. In 1997, Dr Tuck joined the hospital where she has worked as Medical Director for 16 years, managing 80 staff at the 954-bed health facility at Port Phillip Prison in Laverton.

Correctional health medicine is recognised as one of the most difficult working environments in health care, with some of society's most disadvantaged and marginalised people, many of whom have complex physical and mental health needs. "These are people that the community would much rather forget about, but our values of compassion and justice extend to all people and I have seen the power of these values to turn lives around," Dr Tuck says.

Eugenie Tuck has been instrumental in transforming the way in which correctional health services are delivered across Victoria through her contributions to the Corrections Health Board of Victoria, the Kirby Review of the Victorian Prison System and the establishment of the Opiates Substitution Therapy Program and Hepatitis C Treatment Program.

Cheers for our volunteers

Volunteer Bev Hassett was recognised with a National Volunteer Award from the Prime Minister in December 2012 in recognition of her commitment and dedication to patients.

Bev has been volunteering as a palliative care nurse at Caritas Christi Hospice in Melbourne for over 11 years and every Wednesday, Bev offers drinks, chocolates and biscuits to patients and their families.

Over the past decade SVHM student physicians have achieved a 92–100 per cent pass rate compared to a national average of 65–70 per cent. This includes an outstanding 100 per cent pass rate in 2012.

Sustainability and Growth

We continue to focus on connecting with our diverse community, optimising our value as a health care provider and strengthening and growing our services sustainably enabling us to further our Mission. A major priority is to make the best use of our resources and continuously improve our stewardship of these resources.



Top left: Delta Goodrem, former St Vincent's cancer patient and Patron of The Kinghorn Cancer Centre with former Prime Minister, The Hon. Julia Gillard.

ICT focusses on future growth

To support the future growth and sustainability of our health and aged care services, the St Vincent's Health Australia Information Communications & Technology (ICT) strategy is focussed on two major priorities:

- standardising and synergising the multiple ICT systems across the organisation, and
- investing in clinical systems to improve Person Centred Care.

In the first two years of the strategy (2011-2013) our priority has been to ensure that our 27 hospitals, aged care facilities and administration buildings are connected to allow greater communication and improved management of our business.

We have implemented a range of projects to assist the organisation improve business process that will ultimately improve the quality and safety of care we deliver to our patients.

Major projects include:

- a scanned medical record at St Vincent's Hospital Melbourne
- a mobility suite at St Vincent's Private Hospital Melbourne enabling clinicians to access patient information via an iPad
- a system to capture and manage risk throughout the organisation
- an electronic legislative compliance system
- an electronic system to ensure all of our clinicians are appropriately credentialed, and
- implementation of a new Pathology Laboratory information system at St Vincent's Hospital Sydney and St Vincent's Hospital Melbourne.

New system supports clinical care

Planning for the implementation of a new clinical information system has commenced to support the delivery of Person Centred Care for our patients at hospitals throughout the St Vincent's Health Australia (SVHA) group as well as supporting continuous clinical improvement.

The Emerging Systems' web-based solution provides a range of person centred clinical functionality across all clinical areas from pre-admission through to post-discharge.

Clinicians will be able to access electronic pathology and radiology ordering, results viewing, multi-disciplinary progress notes and specialist referrals through to recording admission and discharge medications.

The major benefits of having an electronic clinical information system include:

- availability of the patient's medical history at all points of care at the time it is required with the appropriate security
- reduction in the duplication of services, especially diagnostic tests
- improvement in health professional efficiency with the potential to decrease costs
- improved medication management and reduction in errors relating to illegible orders
- improved safety through the use of clinical decision support modules
- a more robust method of ensuring appropriate risk assessments are completed and actioned, and
- ability to gather statistical reporting to assist quality improvement, resource management and public health communicable disease surveillance.

A place of hope

Former Prime Minister, The Hon. Julia Gillard, officially opened The Kinghorn Cancer Centre in Sydney in August 2012.

The centre is a joint venture between the Garvan Institute of Medical Research and St Vincent's Hospital Sydney bringing together more than 250 researchers and clinicians onto a single site. The centre's approach to personalised medicine places the patient at the centre of all decisions, maximising the rapid translation of research findings to new approaches to cancer diagnosis, treatment and prevention.

The \$128 million Kinghorn Cancer Centre was funded through a \$70 million Federal Government grant from the Health and Hospital Fund as well as major philanthropic support. The centre incorporates several sophisticated technological and design-firsts that transform both care delivery as well as the research undertaken. A central feature is the gigantic atrium that links all the floors so that the patients and clinicians have a physical connection with the researchers in the upper floors and vice versa.

The centre focusses on providing a holistic approach to cancer care throughout the entire patient journey, from diagnosis to full recovery (where cure is possible). Key patient services include multidisciplinary clinics, outpatient chemotherapy services and the Wellness Centre – providing complementary therapies such as acupuncture as part of the cancer treatment.

“What is striking about the centre is that everything about the building is designed around the patient, be it addressing their unique DNA or their individual psycho-social care needs.” Delta Goodrem

Our environmental performance

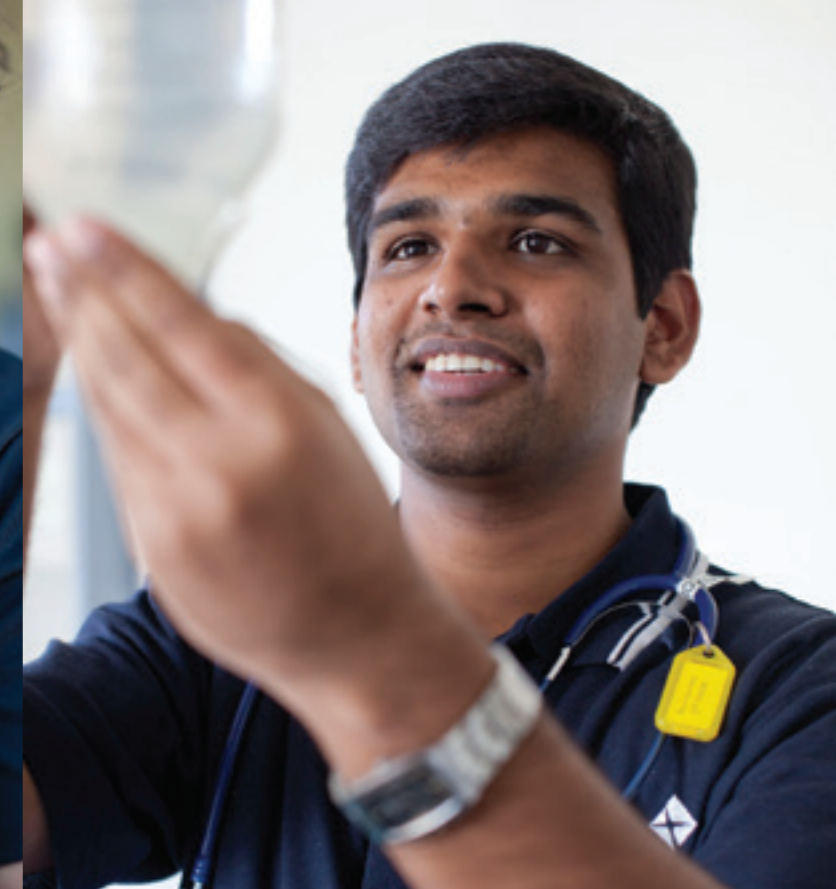
Implicit in St Vincent's Health Australia's Mission is a duty to provide an environmentally responsible health care service. With the increasingly clear link between environmental degradation, climate change and the related health impacts, addressing environmental issues is showing care and compassion for people as well as the earth. We take this responsibility seriously and we are working to improve our environmental performance and reduce our impact.

We continued to develop and deliver new energy and environmental management programs across the group. In 2013, we published our first Sustainability Report highlighting some of the great work our people have been doing to reduce both our consumption of finite resources and the environmental impacts that arise as part of the services we deliver. The report is available at: www.svha.org.au

A key environmental sustainability initiative has been the establishment of the group environmental database system. The new database allows us for the first time to accurately monitor and benchmark our energy, waste, water and emissions levels across the organisation and is integral in reducing our environmental footprint.

We will continue the journey to bring environmental responsibility into the larger frame of our Mission to provide transformative and sustainable health care to all.

For more information on our environmental and energy management email: environmental@svha.org.au



Left: Former Deputy Prime Minister and Treasurer, The Hon. Wayne Swan (right) with General Manager, Holy Spirit Northside Private Hospital, Daniele Doyle at the opening of the new learning centre and medical oncology ward. **Right:** Anaesthetist, Dr Alex Cavarski in a live link to the Sister Edith Centre for Education.

St Vincent's Private Hospital Melbourne has an active maternity and paediatric social media program.

Vascular lab opens

St Vincent's Private Hospital Fitzroy opened a Bi Plane Vascular Laboratory to facilitate new vascular and neurosurgery procedures – the only private hospital in Melbourne that has this sophisticated Bi Plane imaging modality.

When looking at clinical images during interventions or surgery, the single most important issue for every physician is to see clear images that help in making the right decision for the patient. The Biplane Unit offers a comprehensive range of applications to enhance image quality and increase certainty during interventions.

This unit creates improved visualisation of therapeutic devices and has a range of advanced 3D applications – all of which are done without increasing the radiation dose to patients or staff working in this area.

This new unit allows the hospital to offer Interventional Neurosurgical treatments such as aneurism coiling and stenting that were not previously available.

This unit creates improved visualisation of therapeutic devices and has a range of advanced 3D applications – all of which are done without increasing the radiation dose to patients or staff working in this area.

World-class training facility

Our new world-class learning centre and medical oncology ward at Holy Spirit Northside Private Hospital in Brisbane were officially opened by Former Deputy Prime Minister and Treasurer, The Hon. Wayne Swan in November 2012.

Simulation suites, flexible learning areas and modern meeting spaces are key features of the new Sister Edith Centre for Education. Undergraduate medical and nursing students are offered well-rounded and enriched learning experiences in a variety of settings.

Life-sized mannequins are used in simulation suites to mimic a variety of clinical scenarios, and live surgical procedures performed in the hospital and beamed into its lecture theatre allow students flexibility in how they learn and undertake clinical and academic training outside their 'normal' clinical settings.

The building is named in honour of Sister Edith Engel, the first Director of Holy Spirit Hospital's nursing school on Wickham Terrace.

Patient centred cancer care

Holy Spirit Northside Private Hospital in Brisbane continued to elevate and expand its cancer services with the opening of a state-of-the-art Day Oncology Unit.

The new unit complements the hospital's 30-bed medical oncology ward which opened in November 2012 demonstrating our commitment to provide patient centred cancer care services.

The 17-chair Day Oncology Unit offers a private and peaceful environment with individually designed treatment bays each housing a comfortable reclining chair, facilities for IT connectivity, music and quiet spaces whilst undergoing treatment.

As Holy Spirit Northside Private Hospital continues to expand its cancer services, the hospital is focussing on the development of a dedicated Breast Cancer Service to meet the community need for breast cancer screening and diagnostic services in the region.

New heights in hips

St Vincent's Private Hospital Melbourne (SVPHM) has become a market leader in orthopaedics. One in every six private patients having an orthopaedic procedure in a private hospital in Victoria is admitted to the hospital. 10,500 procedures were performed in SVPHM's three private hospitals this year.

Hip arthroscopy has been a key element of this growth. The number of hip scopes has increased 53 per cent since 2009, growing at an average of 11 per cent each year.

Increased services

The hospital continued to offer new services to meet the needs of the community including establishing the first private paediatric sleep disorder clinic in Victoria and new orthopaedic and cardiac outpatient rehabilitation programs which complement the inpatient rehabilitation service.

The hospital social media program includes Facebook, Pinterest, Twitter, maternity and paediatric blogs and Instagram. With the continued growth of its social media community, the hospital now offers antenatal patients the opportunity for live Facebook chats with key doctors and staff.



The first annual St Vincent's Scrubs Run was a big success.



Top: St Vincent's Foundation's Opera in the Market attracted new corporate donors.

Supporting supplier diversity

In line with our commitment to diversity both within our workforce and procurement process, St Vincent's Health Australia has become a member of Supply Nation.

Supply Nation is a collaboration aimed at facilitating and promoting business between corporate Australia and Government agencies and Indigenous owned businesses.

Whilst managed centrally via the SVHA procurement team, all our employees are encouraged to help drive this initiative forward. With the support of our staff, we can realise the objectives of our Supply Nation membership and the wider goals of SVHA around 'closing the gap' of disadvantage between Indigenous and non-Indigenous people.

Scrubs run takes off

The St Vincent's Foundation continued to work hard during the year raising substantial funds for St Vincent's Hospital Melbourne (SVHM).

More than 1,200 runners, walkers and assorted four-legged friends took part in the first annual St Vincent's Scrubs Run in March 2013 raising \$232,000 towards a new Stealth Machine. The Stealth is the latest in brain and spinal scanning technology, and offers the best in treatment for patients with head trauma, spinal injury, brain tumours and epilepsy.

Opera success

The pairing of fine food and beautiful music at Opera in the Market raised \$150,000 for SVHM's Home Dialysis Program providing even more Victorian patients access to dialysis treatment at home. The opera featured celebrated soprano Julie Lea Goodwin, acclaimed trumpeter James Morrison and Opera Scholars Australia accompanied by a 100-voice choir.

The event was a sell-out attracting 1,700 guests and the support of 13 new corporate donors making it the largest and most successful event since St Vincent's Foundation became involved five years ago.

Supply Nation is a collaboration aimed at facilitating and promoting business between corporate Australia and Government agencies and Indigenous owned businesses.

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 Private Hospital Toowoomba	St Vincent's Private Hospital Brisbane	St Vincent's Care Services comprising:	10
		Holy Spirit Northside Private Hospital ¹		Enoggera	
				Gympie	
				Mitchelton	
				Bardon	
				Toowoomba ²	
				Southport	
				Kangaroo Point	
New South Wales					
	St Vincent's Hospital Sydney	Mater Hospital Sydney	Sacred Heart Health Service	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 Service	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 A partnership with the Holy Spirit Missionary Sisters

² Managed by St Vincent's Health Australia

Our services

St Vincent's Health Australia overview of services provided in New South Wales

Facility	Public/Private	Location	Role	Beds	
NSW					
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 Hospital Sydney ¹	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
	Mater Hospital Sydney	Private	North Sydney	A full service private Acute hospital, providing a wide range of general and specialist medical and surgical services. 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. Mater also provides a number of day only programs for patients. A teaching facility of the University of Sydney, the hospital is co-located with Mater Clinic and Poche Centre (Melanoma Institute Australia).	212 beds
Sub Acute Care	St Joseph's Hospital	Public	Auburn	A publicly funded public hospital in western Sydney with core services in palliative care, rehabilitation, Huntington Disease and aged care psychiatry, support groups and outreach programs.	70 beds
	Sacred Heart Health Service	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 Care ²	Private	Cronulla	A 55-place Commonwealth funded residential aged care facility comprising independent living units and hostel beds owned by the Sisters of Mercy Parramatta but managed by St Vincent's Private & Mater Hospitals Sydney.	27 high care hostel beds and 28 low care hostel beds

Our services

St Vincent's Health Australia overview of services provided in Victoria

Facility	Public/Private	Location	Role	Beds	
VIC					
Acute Care	St Vincent's Hospital Melbourne	Public	Fitzroy	One of five A1 tertiary hospitals in Melbourne, St Vincent's provides general medical, general surgical, specialist medical, specialist surgical, state-wide services, and extensive training and research. The hospital has extensive networks with outer metropolitan and rural and regional Victoria to provide specialist tertiary referral services. St Vincent's is a major provider of correctional health services, including 10 tertiary service beds in a secure ward at Fitzroy and 65 beds located in correctional facilities. It owns and operates a private pathology network, private radiology services, general practice services, dialysis and BreastScreen satellite sites. St Vincent's also operates an area mental health service for the northern and eastern corridors of metropolitan Melbourne, operating 44 Acute beds at St Vincent's Hospital in Fitzroy (including five beds providing a state wide Aboriginal mental health service) and 20 bed Community Care Unit in North Fitzroy.	631 beds (including correctional 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. The hospital 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.	107 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 services 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 residential and aged persons' mental health care.	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

Our services

St Vincent's Health Australia overview of services provided in Queensland

Facility	Public/Private	Location	Role	Beds	
QLD					
Acute Care	Holy Spirit Northside Private Hospital ³	Private	Chermside	In partnership with the Holy Spirit Missionary Sisters, Holy Spirit Northside Private Hospital is a leading Acute tertiary private hospital providing comprehensive critical care in specialist areas such as cardiac, cancer and orthopaedic services. HSNPH has eight operating theatres, two cardiac catheter laboratories, a 15-bed ICU, a day procedural and endoscopic unit, a day-of-surgery waiting lounge, a day oncology unit and a 24-hour, private emergency centre – all fully equipped with the most advanced technologies.	227 beds
	St Vincent's Private Hospital Toowoomba	Private	Toowoomba	An Acute medical and surgical hospital that includes services such as general surgery, specialist surgery in orthopaedic, vascular, ENT, urology, plastics, breast, gynaecology, obstetrics and oncology. The General medical service includes diabetes, wound, and cardiology and a private emergency medicine service.	176 beds
Sub Acute Care	St Vincent's Private Hospital Brisbane	Private	Kangaroo Point	A private Sub Acute medical facility that offers services in neurosciences, pain management, rehabilitation medicine, general medicine, geriatric evaluation management (GEM) program and palliative care.	147 beds
Aged Care	St Vincent's Care Services comprising:				
Aged Care Independent Living Units	<ul style="list-style-type: none"> Magdalene Court Retirement Village St John the Baptist Retirement Community Oxford Park Retirement Village Villa La Salle Retirement Village Lourdes⁴ 	Private	Bardon, Enoggera, Mitchelton, Southport, Toowoomba		214 units (owned) 10 units (managed)
Aged Care Residential	<ul style="list-style-type: none"> St Paul's Villa St Patrick's Villa Marycrest Retirement Centre St Joseph's Villa Lilian Cooper Nursing Home Villa La Salle Lourdes⁴ 	Private	Bardon, Gympie, Kangaroo Point, Mitchelton, Southport, Toowoomba		434 beds (owned) 162 beds (managed)
Community Aged Care Packages		Private	Bardon, Enoggera, Mitchelton, Southport, Toowoomba		95 (owned) 20 (managed)
Extended Aged Care at Home (EACH) Packages		Private	Gympie, Kangaroo Point, Mitchelton, Toowoomba		45 (owned) 10 (managed)
Extended Aged Care at Home – Dementia (EACH D) Packages		Private	Mitchelton		5 (owned)

¹ Managed by St Vincent's Health Australia

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

³ A partnership with the Holy Spirit Missionary Sisters

⁴ Managed by St Vincent's Health Australia for the Diocese of Toowoomba

Our services

Overview of activity

Activity FY2013 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	39,900	527,132	41,954		8,020	1,355	4,019	365		2,525	3,811
St Vincent's Private Hospital Sydney	23,722				17,896	2,282		270		811	1,456
Mater Hospital Sydney	27,296			2,536	13,257	1,142	3,295	212		578	949
Sacred Heart Health Service	1,155							70		214	265
St Joseph's Hospital	934	30,000						70		219	355
St Joseph's Village ⁵	40							205	35	52	81
Group Support Services										44	46
Victoria											
St Vincent's Hospital Melbourne	49,655	106,104	38,300		11,377	2,151	3,883	631		3,270	4,820
St George's Health Service ^{3,6}	1,132	5,868						197		424	625
Caritas Christi Hospice	487	1						28		110	171
Prague House	4							45		19	28
St Vincent's Private Hospital Melbourne, Fitzroy	34,587			2,898	14,488	3,447		230		639	824
St Vincent's Private Hospital Melbourne, East Melbourne	20,420				16,491			150		378	438
St Vincent's Private Hospital Melbourne, Kew	6,397				6,364			40		80	106
Queensland											
Holy Spirit Northside Private Hospital ⁴	25,413		10,839		9,782	2,282	6,158	227		559	844
St Vincent's Private Hospital Brisbane	3,034	513						147		230	367
St Vincent's Private Hospital Toowoomba	17,047		15,968	1,025	7,466		4,311	176		417	564
St Vincent's Care Services ⁵	243							995	175	393	504
Total	251,466	669,618	107,061	6,459	105,141	12,659	21,666	4,058	210	10,962	16,254

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

² Packages include CACPs, EACH, EACH D

³ Data in 2012 reported as part of St Vincent's Hospital Melbourne

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

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

⁶ Includes three aged care residential facilities



Governance

Report from Group Manager Legal and Governance

The 2012-2013 year focussed on ensuring our Mission was strong and robust and reviewing and strengthening our commitment to those we serve, our values and our Mission.



Building on these three cornerstones of our being, St Vincent's Health Australia (SVHA) moved to a united identity that linked our shared heritage to our united future. Our identity consists of our values, our Mission statement and our visual identity. Collaborative and consultative processes were undertaken across our facilities and services so that staff and volunteers could discuss and consider what are the core values that underpin our everyday existence. Following the process led by the Mission departments across the organisation, the Board and Trustees of Mary Aikenhead Ministries endorsed adopting the key values of compassion, integrity, justice and excellence. Our identity was further strengthened by SVHA adopting, with the permission of the Trustees of Mary Aikenhead Ministries, the Mary Aikenhead crest as the visual identity for the SVHA group. The crest identifies SVHA as the Health Ministry of Mary Aikenhead Ministries.

The Board sadly farewelled John Gurry and Greg Sword as directors in October 2012. Both directors have served the SVHA group over many years. Greg Sword had been chair of St Vincent's Hospital (Melbourne) Ltd prior to joining the new group Board in October 2010. John Gurry has been part of the St Vincent's family for many years as both a clinician and board director and has served as the inaugural Chair of the unified Board since October 2010. Both directors deserve our heartfelt thanks for their leadership and commitment to Mission. In January 2013 the Board was pleased to welcome two new directors with the appointment of Professor Suzanne Crowe and Paul McClintock. Suzanne brings valuable experience as a clinician and leading researcher in the area of infection diseases whilst Paul brings experience in finance, management, strategy and government policy to the Board. Already in the short time since their appointments both directors have contributed greatly through both Board Committee and Board involvement.

The Board in the 2012-13 year closely monitored the organisation's performance against the four key result areas identified in the five-year Strategic Plan launched in 2012.

The Legal and Governance team were pleased to welcome Eadmund Izzard to the organisation. Eadmund commenced as Group General Counsel in October 2012 and brings a wealth of knowledge and experience to support SVHA in the many business dealings and strategic challenges we face.

The Board has continued to identify opportunities to streamline our corporate structure and in late 2012 a decision was made to consolidate the three companies that operate our public health facilities in Sydney – St Vincent's Hospital Sydney, Sacred Heart Health Service and St Joseph's Hospital – into one company. This decision reflected the recognition by the NSW Government of these facilities as the St Vincent's Health Network and consolidates the three facilities as a unified organisation. All three facilities will continue to operate as stand-alone facilities with specific services and responsibilities but now with a streamlined management and governance system that comes from the consolidation. A team from SVHA and the facilities has been working diligently over the last six months and I am pleased to advise that on 1 July 2013 all three facilities were consolidated into one company in recognition of their related status. I would like to personally thank the team for their efforts in undertaking this task so as to ensure that all employees, patients, volunteers and supporters noticed minimal or no disruption from what was largely an administrative change.

The 13 directors who served on the SVHA group Board during the 2012-13 year include:

- Mr John Gurry (Chair) – retired 5 October 2012
- Fr Frank Brennan SJ AO
- Dr Maryanne Confoy RSC
- Professor Suzanne Crowe – appointed 1 January 2012

- Mr Brendan Earle
- Ms Patricia Faulkner AO
- Mr Gary Humphrys
- Ms Belinda Hutchinson AM
- Mr Paul McClintock AO – appointed 1 January 2012
- Mr Paul Robertson AM – appointed as Board Chair 5 October 2012
- Professor Peter Smith RFD
- Mr Greg Sword AM – retired 5 October 2012
- Sr Maryanne Walters RSC

The SVHA group Board met on eight occasions in the 2012-13 year. Five key Committees exist to support the Board. These five Board Committees are:

- Audit and Risk Committee (Chair Mr Gary Humphrys)
- Finance and Investment (Chair Ms Belinda Hutchinson until 4 April 2013 then Mr Paul McClintock)
- Mission, Advocacy and Community Relations Committee (Chair Fr Frank Brennan)
- People and Culture Committee (Chair Mr John Gurry until 4 October 2012 then Mr Paul Robertson)
- 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 and 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 SVHA 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 SVHA, and
- providing advice to the Group Chief Executive Officer with respect to decisions authorised under the delegations manual.

The next 12 months for SVHA promises to be an exciting time as the organisation builds on the strong foundation we have created in order for the Board and the Group Executive to further the Mission and vision of Mary Aikenhead.

Rob Beetson
Group Manager Legal and Governance
St Vincent's Health Australia

St Vincent's Health Australia Board and Committee Membership

St Vincent's Health Australia Board and Committees

The SVHA Board exists to ensure there is effective integration and growth of the Mission of Mary Aikenhead Ministries throughout the health and aged care services and to govern the SVHA group of companies pursuant to the *Corporations Act 2001* (Cth), Canon Law and all other relevant civil legislation. The Board of St Vincent's Health Australia Ltd concurrently sits as the Board of 10 wholly owned subsidiaries and as the Responsible Officers for St Vincent's Private Hospital Sydney.

Director	Eligible to attend	Attended
Mr John Gurry (retired as Director & Chair 5/10/12)	4	4
Fr Frank Brennan SJ	8	8
Dr Maryanne Confoy RSC	8	8
Prof Suzanne Crowe	3	3
Mr Brendan Earle	8	7
Ms Patricia Faulkner	8	8
Mr Gary Humphrys	8	8
Ms Belinda Hutchinson	8	7
Mr Paul McClintock	3	2
Mr Paul Robertson (appointed Chair 5/10/12)	8	8
Prof Peter Smith	8	5
Mr Greg Sword (retired 5/10/12)	4	3
Sr Maureen Walters RSC	8	8

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 SVHA and strengthening the Catholic identity of SVHA. 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
Fr Frank Brennan SJ (Chair)	4	4
Dr Maryanne Confoy RSC	4	3
Ms Patricia Faulkner	4	3
Mr Gary Humphrys	4	4

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 Brendan Earle	3	3
Mr Gary Humphrys (Chair)	6	6
Mr Paul McClintock	3	3
Mr Paul Robertson	2	2
Mr Greg Sword	2	2

Finance and Investment Committee

The purpose of the Committee is to assist the Board in overseeing all areas of corporate finance for SVHA 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
Mr Brendan Earle	7	7
Ms Belinda Hutchinson (Chair until 4/04/13)	6	6
Mr Gary Humphrys	1	1
Mr Paul McClintock (appointed Chair 19/04/13)	3	3
Mr Paul Robertson	4	4
Mr Greg Sword	3	2

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 SVHA group facilities in accordance with the Mission and values of the organisation.

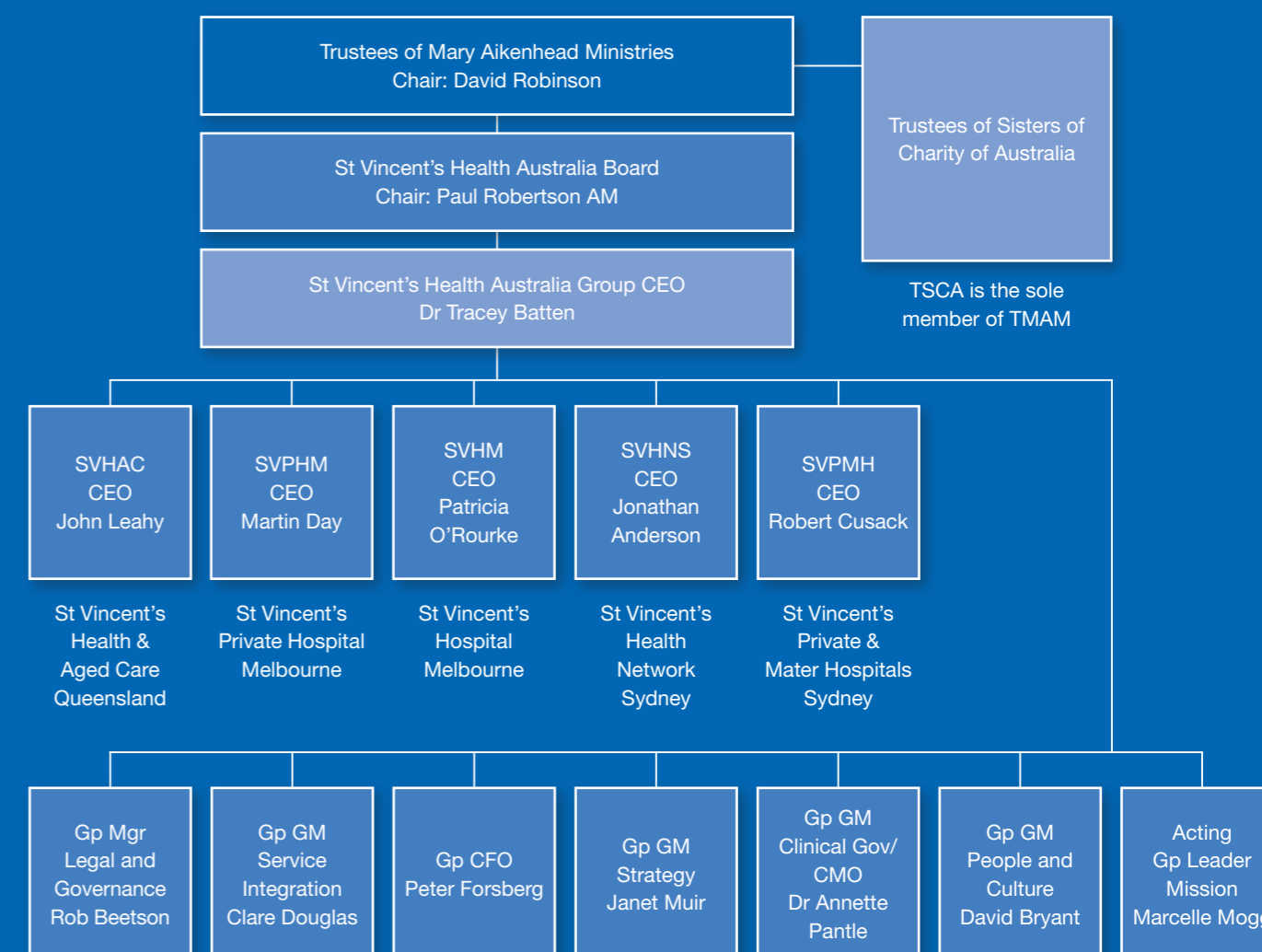
Director	Eligible to attend	Attended
Prof Suzanne Crowe	3	3
Ms Patricia Faulkner	6	5
Mr John Gurry	2	2
Prof Peter Smith (Chair)	6	6
Sr Maureen Walters RSC	6	6

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 SVHA group and Senior Executive in accordance with the Mission and values of the organisation.

Director	Eligible to attend	Attended
Fr Frank Brennan SJ	4	4
Mr Brendan Earle	3	3
Mr John Gurry (Chair until 4/10/12)	2	2
Mr Paul Robertson (appointed Chair 5/10/12)	2	2
Prof Peter Smith	4	4
Sr Maureen Walters RSC	1	1

Our structure



Heritage timeline

1815 to 1889

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

1930 to 1959

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

1990 to 1997

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

2001 to 2008

- 2001** The Holy Spirit Private Hospital Northside opens – a partnership with the Holy Spirit Missionary Sisters
- 2001** St Vincents & Mater Health Sydney formed through an amalgamation of the health services conducted by the Sisters of Charity and the Sisters of Mercy
- 2001** Mater Hospital North Sydney is acquired from the Sisters of Mercy, North Sydney
- 2001** St George's Health Service, Kew is transferred by Victorian State Government to be auspiced by St Vincent's Health Melbourne
- 2008** Sisters of Charity Health Service changes its name to St Vincent's Health Australia

1800

1900

2000

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

1890 to 1929

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

1960 to 1989

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

1998 to 2000

- 2009** Mary Aikenhead Ministries established by the Sisters of Charity of Australia
- 2009** Opening of the Mater Clinic, Poche Centre and Melanoma Institute of Australia
- 2009** Mt Olivet, Brisbane renamed St Vincent's Hospital Brisbane
- 2010** Regional health service boards dissolved, single group board established to oversee the health and aged care services
- 2011** Acquisition of 50% share of St Vincents & Mercy Private Hospital from Mercy Health
- 2011** Acquisition of Villa La Salle Retirement Village, Southport
- 2012** Opening of Kinghorn Cancer Centre, Sydney – a joint venture with the Garvan Institute of Medical Research
- 2012** Launch of the new St Vincent's Health Australia identity including our new Mission, vision and values

2009 to 2013



Our contacts

Group Support Services St Vincent's Health Australia

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Tel 02 9367 1100
Fax 02 9367 1199
www.svha.org.au

New South Wales

St Vincent's Hospital Sydney

390 Victoria Street
Darlinghurst NSW 2010
Tel 02 8382 1111
Fax 02 9332 4142
www.stvincentsprivate
hospital.com.au

Sacred Heart Health Service

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 9646 8200
Fax 02 9649 9614

Stella Maris Aged Care

6 Coast Ave
Cronulla NSW 2230
Tel 02 8522 1200
Fax 02 8382 7234

The Kinghorn Cancer Centre

*A joint venture with the
Garvan Institute of
Medical Research*
370 Victoria Street
Darlinghurst NSW 2010
Tel 02 9355 5600
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
www.svmhs.com.au/
darlinghurst

Mater Hospital Sydney

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

41 Victoria Parade
Fitzroy VIC 3065
Tel 03 9288 2211
Fax 03 9288 3399
www.svhm.org.au

St George's Health Service

283 Cotham Road
Kew VIC 3101
Tel 03 9272 0444
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, Fitzroy

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

St Vincent's Private Hospital, East Melbourne

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

St Vincent's Private Hospital, 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

St Vincent's Private Hospital Brisbane

411 Main Street
Kangaroo Point QLD 4169
Tel 07 3240 1111
Fax 07 3891 2066
www.svphb.org.au

St Vincent's Private Hospital Toowoomba

22-26 Scott Street
Toowoomba QLD 4350
Tel 07 4690 4000
Fax 07 4690 4400
www.svphb.org.au

Holy Spirit Northside Private Hospital

*A partnership of St Vincent's
Health Australia and the
Holy Spirit Missionary Sisters*
627 Rode Road
Chermside QLD 4032
Tel 07 3326 3000
Fax 07 3326 3295
www.hsnph.org.au

St Vincent's Care Services

35 Cambridge Street
Red Hill QLD 4059
Tel 07 3355 8151
Fax 07 3367 3336
www.svcs.org.au

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

Villa La Salle

32 Bauer Street
Southport QLD 4215
Tel 07 5532 0466
Fax 07 5531 38

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

Lowy Packer Building
405 Liverpool Street
Darlinghurst NSW 2010
Tel 02 9295 8600
Fax 02 9295 8601
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
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Fax 03 9416 0926
www.bobim.org

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

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**ST VINCENT'S
HEALTH AUSTRALIA**

UNDER THE STEWARDSHIP OF MARY AIKENHEAD MINISTRIES