



ST VINCENT'S  
HEALTH AUSTRALIA

UNDER THE STEWARDSHIP OF MARY AIKENHEAD MINISTRIES



inspired by  
**you**

Annual Report 2022

## Who We Are

With our origins tracing back to the arrival of the Sisters of Charity in Australia more than 180 years ago, St Vincent's Health Australia is Australia's largest, non-profit health and aged care services provider.

We are a clinical, research and education leader working in public and private hospitals and aged care in NSW, Victoria and Queensland.

St Vincent's Health's hospitals have been at the forefront of some of Australia's most important health and medical innovations and achievements: from establishing the nation's first Intensive Care Unit, leading Australia's health response to the HIV/AIDS crisis in the 1980s, conducting ground-breaking transplant surgery – from hands to hearts to lungs – and now pioneering advances in biomedical engineering and precision medicine.

The vision, commitment and inspiration of St Vincent's Health's founder, Mary Aikenhead, live on in us and the work we do. We bring compassion and express the love of Jesus to the many who are in need of a word of hope and encouragement, a helping hand, and a listening ear.

## Our Services

06 Public Hospitals

10 Private Hospitals

23 Aged care facilities

03 Co-located research institutes

2,850 Hospital beds

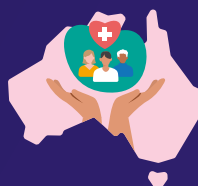
2,530 Residential aged care beds

1,000 Volunteers

22,500 Employees



Photo Credit: Cover and IFC: Lisa Maree Williams/Getty Images



### Our Mission

We express God’s love through the healing ministry of Jesus. We are especially committed to people who are poor or vulnerable.



### Our Vision

Outstanding care from outstanding people when and where you need it.

At St Vincent’s, outstanding care means care that it is informed by leading research, patient-centric, and provided in accordance with our values.

### Our Values



#### Compassion

Our care is an act of love. We are present to and accompany people as they are, and as they need.



#### Integrity

Our actions and decisions are transparent and aligned with our values.



#### Justice

Our pursuit of what is right and just empowers us to speak and act with courage on behalf of those in need.



#### Excellence

Our services are safe and evidence-based, and we continually seek to improve in everything we do.

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# Key Performance Highlights

**Successful acquisition and transition of three former PresCare residential aged care sites** to St Vincent's Care Services in Douglas (Townsville), Corinda and Carina (Brisbane).

**SVHA provides \$4.64 million in grants** for health and aged care services and research to support 'at risk' groups through its Inclusive Health Program.

SVHA introduces its **first Aboriginal and Torres Strait Islander Cultural Leave Policy**.

**SVHA's Healthcare Superheroes Recruitment Campaign** wins the Australian HR Excellence **Award for Best Recruitment Campaign**.

**SVHA establishes a new division, St Vincent's Virtual and Home Healthcare**, to provide national leadership and co-ordination for its steadily growing in-home health and aged care services.

St Vincent's Hospital Sydney **launches NSW's first multi-disciplinary Long COVID-19 outpatient clinic**.

**Construction begins** on both the \$206 million Aikenhead Centre for Medical Discovery and the \$180m redevelopment of St Vincent's Private Hospital Fitzroy on the St Vincent's Melbourne campus.

St Vincent's Private Hospital **Toowoomba marks its 100th anniversary** with a range of planned celebrations and events.

**SVHA's private hospitals ranked number one in Australia** by Medibank's customers, both overnight and same-day patients, for the second year running.

**Opening of the redeveloped, purpose-built Caritas Christi Palliative Care Service** in Melbourne's Kew.

St Vincent's Hospital **Sydney launches its Homeless Health Mobile Health Clinic**, a mobile van equipped to provide specialist and chronic disease care for 'at risk' populations in the community.

St Vincent's Hospital **Melbourne opens its new six-bed, state-of-the-art Mental Health and Alcohol and Other Drug Hub** located in its Emergency Department.





7 East Bed 19.2

NAME	"Dana" 2020
NEXT CONTACT	
UNIT	652
DOCTOR	SANTINA
NURSE	KIMBERLY
NUTRITION	100% M
MOBILITY	Independent
VTE PREVENTION	Coke
FAVOURITE PASTIME	
QUESTIONS	
PLAN FOR TODAY	STERILE P/W TO CLEAN

## A message from our

# Trustee, Chair and Group CEO.

The last year has been one of strong contrasts.

As Australia began dismantling its pandemic response, allowing freedom of travel and eliminating a host of restrictions, the numbers of people experiencing debilitating long COVID symptoms began to swell significantly.

While communities began learning to live with the virus – returning to bars, restaurants and nightclubs – COVID-related deaths among elderly people in the nation's residential aged care homes remained stubbornly high.

And at the same time masks were made no longer compulsory on public transport, the nation's health and aged care workers continued to don full PPE to protect and care for their patients and residents.

As Australia's largest not-for-profit health and aged care provider, St Vincent's Health did not have the luxury of wishing the pandemic away. Our frontline workers – in our hospitals and nursing homes – continue to carry the extraordinary load created by the pandemic.

It can never be said enough: we are so proud of our people.

For most of our 22,500 employees – along with the thousands of our facility-based and community health and aged care partners – the last few years have been the hardest in their professional lives. Yet they have never stopped giving their best and committing themselves to our Mission: to make sure that anyone they encounter – anyone made vulnerable through illness, frailty, or life situation – receives the very best care and support we can provide.

Despite the continued presence of COVID-19, this year was undeniably one of change and growth for our organisation.

Toby Hall, Group CEO since 2014, left the organisation after a remarkable innings. We thank Toby for his contribution over eight years.

Joining St Vincent's as new Group CEO in September 2022 was Chris Blake. Chris arrived at St Vincent's after several leadership roles in financial services, as well as leading one of the largest cultural transformation programs in Australia at Australia Post between 2010-2018.

Chris has also enjoyed a long connection with healthcare. He is a Board Member of the Florey Institute of Neuroscience and Mental Health, is a member of the Advisory Committee for the Australian Epilepsy Project, and was previously Chair of the Brain Research Institute.

Change also took place structurally. To improve co-ordination and provide a foundation for future growth, we consolidated our two separate public and private hospital divisions into one Hospitals Division, led by A/Prof Patricia O'Rourke. And in recognition of the rapidly changing face of health and aged care – that more and more it will be delivered in people's homes and rely on technology to monitor and report on a person's treatment and recovery – we established two new critical focuses for our business: St Vincent's Virtual and Home Healthcare, and Digital & Technology, to guide our efforts.

Health and aged care is poised like no other industry – outside perhaps the energy sector – to experience extraordinary and rapid change over the next five to 10 years. Not only do we want St Vincent's Health to be prepared for such a transformation but we want to play a leading role.

St Vincent's Health Australia's great strength is that we are a true microcosm of the health and aged care sector: public hospitals, private hospitals, aged care, research, community services. Underpinning that is our bedrock commitment to the most marginalised.

Our sector will be pushed and pulled in the coming years by a range of competing currents: technology, an ageing population, rising chronic illness, spiralling costs and funding constraints, the arrival of new 'for profit' providers in the sector, and peoples' changing expectations around their care – both health and aged.

We need to start having the discussions about how to make sure we have a health and aged care system that's appropriate for the 21st century, not just in terms of the technology we use or the treatments available to us, but also in the way the system works: so it's fit for purpose, for the demographics of our population, and our available resources.

As an organisation – both as a leader in the Catholic Church and the Catholic health and aged sector – we also have a separate set of unique challenges.

The first is that our Church is in difficult circumstances. There are also some voices who question the role faith-based organisations like ourselves play in public health.

We must continue to advocate boldly for our presence, and the special and distinct benefit we bring to our sector and the broader community.

The second is that all Catholic service providers face similar challenges in Australia's future health and aged care landscape.

We could address them separately and survive, or we could find common purpose and tackle them together – as a single entity – and thrive.

With the latter in mind, St Vincent's is having those conversations with our peers and our peak body, Catholic Health Australia.

The next few years will be absolutely crucial as we transform our organisation to remain relevant to a health and aged care environment that in a decade's time will look very different to the one in which we currently operate.

We are already well-advanced in planning and building for just that future.



On the St Vincent’s Melbourne campus, construction has begun on the Aikenhead Centre for Medical Discovery and the redevelopment of St Vincent’s Private Fitzroy, both major projects that will transform, not just the site and the way we work, but healthcare in Melbourne and much further afield.

On the St Vincent’s Sydney campus, our plans for redeveloping key buildings and ushering in a truly integrated healthcare precinct that will deliver significant benefits to the broader community are close to fruition.

And in Brisbane, we have developed a 20-year master plan for our Kangaroo Point site – currently occupied by St Vincent’s Private Hospital Brisbane and St Vincent’s Care Services Kangaroo Point – and are excited at what the future holds.

Our organisation’s focus on the future can also be seen in our clinical and research innovation and achievements, the breadth of which are truly astonishing.

At St Vincent’s Hospital Sydney, the use of precision medicine – along with new technology allowing pathologists to test hundreds of genes in one go, a task that only two years ago was impossible – is resulting in some cancer patients only needing to take one pill a day to get back to their normal life.

Researchers from both the Victor Chang Cardiac Research Institute and St Vincent’s Sydney have pioneered a ‘virtual biopsy’ to replace invasive techniques used to test for organ rejection, making post-transplant life much easier for patients.

The hospital’s researchers also continue to make groundbreaking COVID-19 discoveries, including both identifying the nerve toxins behind the symptom of ‘brain fog’ experienced by thousands of people with the illness, opening up ways for new trial treatments; and the extent of the virus’ long-term health impacts, particularly the level of noticeable cognitive decline.

At St Vincent’s Hospital Melbourne the ARISTOCRAT project – led by Professor Peter Choong, the Sir Hugh Devine Chair of Surgery – is a vital stem-cell study focused on developing innovative therapies to help prevent joint deformity, enable cartilage regeneration, and improve care. So promising has been the study’s early results that it was recently awarded an almost \$7 million grant through the Medical Research Future Fund.

On the same campus, Professor David O’Neal and his team are progressing a research trial that hopes to show that an artificial pancreas can significantly improve health outcomes in people living with diabetes and advanced kidney disease – a body of work that was awarded the prestigious Diabetes Australia Millennium Award for Type 1 Diabetes and \$150,000 funding in June 2022.

And at both the Melbourne and Sydney hospitals our researchers are examining the benefits of psilocybin in the treatment of anxiety and mental illness: in Melbourne with palliative care patients experiencing overwhelming angst and dread associated with their life-limiting illness; in Sydney for patients with treatment-resistant depression.



SVHM’s ARISTOCRAT stem-cell study received a

**\$7 million**

grant from the Medical Research Future Fund

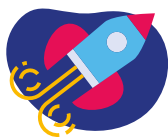


## A message from our Trustee, Chair and Group CEO. (continued)



***Our capacity to pursue innovation and prepare for the challenges of the future depends on both the skill of our people and the sustainability of the organisation.***





SVHA launched  
St Vincent's Foundation  
**Queensland**

to raise vital funds for its hospitals and aged care services in that state

The last 12 months have seen us grow in other ways. In Queensland, we launched our fundraising arm – the St Vincent's Foundation Queensland – to raise vital funds for lifesaving care and services across all hospitals and aged care sites in that state; we successfully transitioned three aged care sites to begin operating under the Care Services banner; and we paused to take pride in our private hospitals, which, for the second year running, were chosen by Medibank customers as the best in Australia.

Our capacity to pursue innovation and prepare for the challenges of the future depends on both the skill of our people and the sustainability of the organisation.

In terms of the latter, the pandemic continued to have a negative impact on St Vincent's and the broader health and aged care sector.

The St Vincent's Health Australia Managed Group operating result was an operating deficit of \$29.3 million for the year ended 30 June 2022 (2021: \$68.4 million surplus).

The continued disruption of elective surgery, along with COVID imposts – such as additional personal protective equipment and increased labour costs – had an impact on the group. Our aged care division similarly experienced significant additional workforce costs.

Nevertheless, a return to a more certain operating environment, along with St Vincent's Health's focussed and disciplined approach, means we are ready for what lies ahead.

As for our people, it's tempting when leading an organisation that does extraordinary things to have your focus drawn to the individuals engaged in providing treatments and conducting research that, without any hyperbole, will not just change lives but the world.

But equally important are people like Chris Cork, who retired this year after 36 years with St Vincent's Hospital Melbourne; or Rosalinda Espiritu, who notched up an extraordinary 45 Years at the Mater Sydney; or the laundry team at Care Services Douglas; or Phil Haplin who volunteers to lead sing-a-longs at Care Services Carseldine twice a week; or Allison Willoughby, 25 years as a nurse at St Vincent's Private Hospital Northside.

These are just some of the individuals and teams who go about their work with no expectation of applause or accolades but on whom St Vincent's Health so heavily depends.

Ultimately, the compassion and standards of care for which St Vincent's is famous is not a product of the bricks and mortar of our workplaces, or the technology we use, however grateful we are for both.

From our kitchens and laundries to administrative offices and operating theatres; from our doctors, nurses, and allied health professionals to the orderlies, security staff, volunteers and cleaners, it's the people living out our Mission who make the promise of St Vincent's Health Australia possible.

As always, we are in their debt.

We hope you enjoy this year's St Vincent's Health Australia annual report.



**Mr Chris Blake**  
Group CEO | St Vincent's Health Australia



**Mr Paul McClintock, AO**  
Chair | St Vincent's Health Australia Group of Companies



**Mr Richard Haddock, AO**  
Chair | Trustees of Mary Aikenhead Ministries

# Mission, Reconciliation and Advocacy.

St Vincent's Health Australia (SVHA) exists to live out its Mission to "express God's love to those in need through the healing ministry of Jesus".

A central way that St Vincent's delivers on this Mission is through making sure its health and aged care services are accessible to people who need them most and that it advocates for their dignity and flourishing.

That means prioritising support for population groups who are at risk of poor health and aged care outcomes, including: people experiencing mental illness; people experiencing homelessness; people experiencing substance use disorders; prisoners; and First Nations peoples.

The Mission team's Inclusive Health portfolio provides strategic leadership for St Vincent's Health Australia's services and research to make sure the organisation is always focussed on providing care to marginalised individuals and communities.

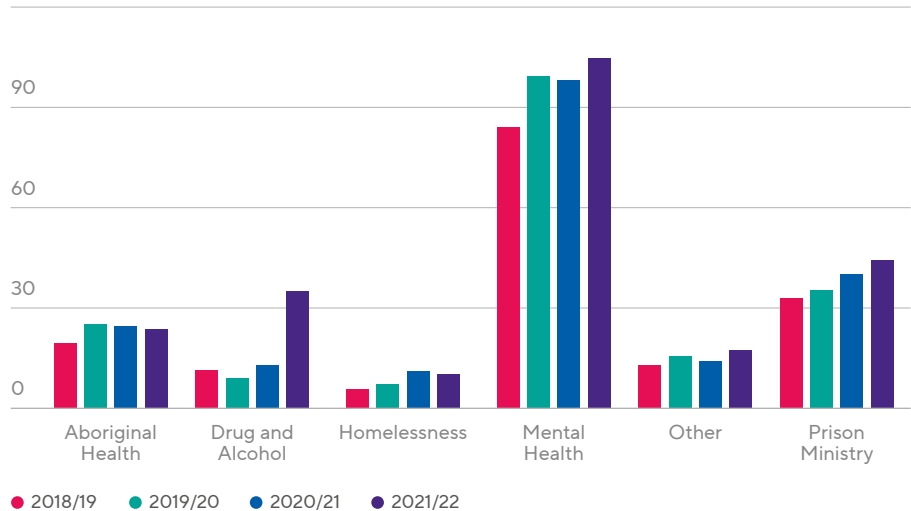
The Inclusive Health portfolio animates St Vincent's Health's Mission by administering the Inclusive Health Program (IHP), an annual pool of funds allocated by the organisation – independent of government funding – to services and research for the benefit of 'at risk' populations.

During 2022, SVHA's IHP supported 38 projects through the distribution of \$4.64 million worth of grants. Since the commencement of the IHP in 2015, SVHA has distributed just over \$25 million in total, supporting 205 separate initiatives.

During the year, SVHA invested a total of \$235.5 million – which includes both IHP funding and targeted funds received from governments – for the benefit of marginalised and disadvantaged patients and residents, an increase of 17.4 per cent on the previous financial year.

## Mission Investment, 2019 to 2022

120 (\$ millions)



1. Aboriginal Health includes all Aboriginal and Torres Strait Islander-identified patients
2. Mental Health excludes Aboriginal and Torres Strait Islander-identified patients and prisoners
3. Other includes bad debt write off (including overseas patients), asylum/refugees, family violence, and aged care supplement
4. For 2021/22 Drug & Alcohol now includes NWAU revenue for SVHNS only.

The Mission team's Reconciliation portfolio leads SVHA's efforts to embed reconciliation in its daily work and raise awareness and support of its commitments under its Reconciliation Action Plan (RAP).

Over the past year, SVHA's RAP commitment has seen the launch of several initiatives that focus on improving Aboriginal and Torres Strait Islander health outcomes. For example, a research project across our private hospitals looking at the experiences of Aboriginal and Torres Strait Islander patients.

Another major achievement in Reconciliation was the introduction of SVHA's Aboriginal and Torres Strait Islander Cultural Leave Policy, part of a suite of strategies to prioritise the employment and retention of First Nations people. It has been created to acknowledge both the social and cultural determinants of health.

This policy demonstrates SVHA's understanding of the cultural considerations and obligations impacting our First Nations staff.

The team has also worked closely with SVHA Group Procurement to highlight possibilities within the organisation for sustained purchasing from Aboriginal and/or Torres Strait Islander-owned or controlled businesses.

With its current RAP due to expire in August 2023, SVHA will be seeking an extension from Reconciliation Australia of 12 months in order to ensure its deliverables are achieved (or significant progress towards targets are completed).

Another part of St Vincent's Health's commitment to its Mission is delivered through educating staff about the origins of the organisation and its history; that the love of God and the example of Christ are at the heart of our work, a process we describe as 'formation'.

With SVHA now in the second year of its current formation strategy, there was a definite uptick in related activity. At St Vincent's Hospital Sydney, the Inspired to Serve formation program has restarted while at St Vincent's Hospital Melbourne, formation has been facilitated for staff working in the theatres via an innovative stand-up session created by the hospital's Mission Leader.

The Executive Leaders of St Vincent's Care Services participated in a deep and multi-faceted formation program earlier this year, which included exploring spiritual discernment and applying the practice to issues that arise in their work.

A wide range of staff have also been able to make visits to the Sisters of Charity Heritage Centre in Sydney's Potts Point and benefit from seeing the detailed and carefully curated exhibition.

Another major achievement of the Ethics and Formation team this year was navigating executive approval of the organisation's first Anti Modern Slavery Policy.

St Vincent's Health Australia's commitment to its Mission is not only expressed by its funding and services but also by its advocacy, including to governments and the media. During the year, the organisation published its *Going Beyond for People Who Need it Most* report which captured the growth in prevalence and interactions of groups known to be 'at risk' of poor health outcomes with St Vincent's public hospitals in Sydney and Melbourne over eight years up to and including 2020.

The report found that the number of people with a history of homelessness presenting to emergency and being admitted to the St Vincent's hospitals grew dramatically over the period, up to 15 times more than among general patients.

St Vincent's were active participants, in conjunction with Catholic Health Australia (CHA), in the VAD debates in Queensland and NSW through the preparation of submissions, organising media coverage, and assisting our clinicians engage with MPs with information about our approach to end-of-life issues. While ultimately VAD legislation passed in both states, our advocacy served to improve bad legislation and also assured that SVHA had a seat at the table in developing guidelines that, to the extent possible under the law, respected its views in how the legislation would be implemented.

Throughout 2021 and 2022, SVHA and CHA continued to work together on prostheses list reform, drawing on the deep expertise of our procurement and health fund negotiation teams to ensure the Commonwealth Government understood its potential impact on both private hospitals and patients.

And in the area of homelessness, the Mission team coordinated and prepared a submission to the NSW Legislative Council's Standing Committee on Social Issues' Inquiry into homelessness amongst older people aged over 55 in NSW; and played a lead role in assisting St Vincent's Hospital Sydney hold a high profile public forum to raise awareness of the plight of undocumented, non-residents in Sydney's inner city homeless population.

Finally, the election of the Albanese Government in May 2022 provided St Vincent's Health with an opportunity to build on relations the Government Relations team had developed over time. SVHA welcomed the new government's commitment to delivering the Uluru Statement from the Heart in full.

SVHA supports the Uluru Statement and unreservedly accepts its generous invitation to work with Aboriginal and Torres Strait Islander peoples to achieve lasting, comprehensive, and truth-based reconciliation. St Vincent's Health will continue to engage in this important community debate.



SVHA's Inclusive Health Program has distributed

**\$25 million**

in grants for services and research to benefit 'at risk' populations since 2015



# Hospitals.

**As they have since the arrival of COVID-19, St Vincent's Health's hospitals and staff continue to make the extraordinary look straightforward: responding to the ongoing health demands of the worldwide pandemic, while maintaining their pursuit of clinical and research excellence alongside managing the day-to-day operations of 16 hospitals across three states.**

At the same time, St Vincent's has been looking towards and preparing for the future – to a time beyond the pandemic – when the opportunities and risks already present in Australia's health sector become even more pronounced and further influence the way our hospitals operate and deliver services.

## COVID-19

COVID-19's impact continued to be keenly felt at our hospitals, yet as the pandemic moved into a new phase, St Vincent's Health's response also shifted to address the needs of the moment.

Across both St Vincent's public hospitals in Sydney and Melbourne, we began winding down our COVID vaccination and testing clinics.

St Vincent's Hospital Sydney's (SVHS) Bondi Beach testing clinic – which had originally been set up overnight in April 2020 as a temporary 'pop up' – had grown to become one of the city's largest and most visible, but by June 2022 was no longer needed and was closed. At the height of the pandemic, the clinic was taking nearly 4,000 swabs a day. In total, the hospital's 'Bondi Swab Squad' took almost 342,000 swabs.



SVHS' Bondi Swab Squad processed

**342,000**

swabs for testing

The hospital's own COVID-19 Vaccination Hub, which administered more than 100,000 doses to the local community – including 10,000 'on the road' thanks to the efforts of the St Vincent's Homeless Health team – also closed its doors in September 2022.

St Vincent's Hospital Melbourne's (SVHM) COVID-19 response followed a similar route.

The hospital's COVID-19 Fever Clinic on its Fitzroy campus had played a critical role in testing for the virus. In the two years the clinic was open, it tested more than 200,000 people, with highs of around 500 people per day during the 2021 Christmas period, but by 2022 was no longer needed.

And after 366 days and more than 400,000 vaccinations, Victoria's flagship vaccination centre at the Royal Exhibition Building – run by St Vincent's Melbourne – closed its doors for the final time in April 2022.

St Vincent's had begun delivering COVID-19 vaccinations at this historic location in March 2021 and by May was operating seven days a week, 12 hours a day. As the Omicron variant threat increased at the end of 2021, the team administered an additional 9,500 vaccinations over six days, aided by staff from the hospital's food and retail sectors, and by retired ex-staff who answered the call to help.

But while SVHA's COVID-19 testing and vaccination clinics were winding down, the pandemic response at the two major public hospitals continued apace in other areas.

At St Vincent's Hospital Sydney, NSW's first multi-disciplinary Long COVID-19 outpatient clinic was opened, to help support patients with ongoing and debilitating virus symptoms.

The clinic – which is a hybrid model of both virtual and face-to-face care, and includes physical rehabilitation and mental health support – has experienced heavy demand since it opened in March 2022.

Complementing the clinic's opening, in a world-first, the St Vincent's Sydney team identified the nerve toxin which causes the 'brain fog' and cognitive impairment often associated with Long Covid. The discovery signals the opportunity for trialling potential treatments, including those already used for other conditions, such as cancer or epilepsy.





Overlooking Fitzroy Gardens, St Vincent's Hospital on the Park remained operational as part of St Vincent's Melbourne's broader response to the pandemic.

The hospital's Rehabilitation and Geriatric Evaluation and Management wards, palliative care services, and Ambulatory Treatment centre all continued to operate from this site, allowing ongoing increased capacity at the Fitzroy campus to manage COVID-19-related admissions.

Further increasing capacity at St Vincent's Melbourne for COVID-19 activity, the hospital launched a Care of the Older Person Unit in October 2021 to assist with moving patients out of the acute inpatient units. Care was delivered by geriatricians and bolstered by junior medical staffing on site, 24 hours a day.

As they have since the beginning of the pandemic, SVHA's private hospitals, particularly in Sydney and Melbourne, continued to support their sister facilities in their COVID-related work by providing extra patient capacity and relieving pressure on an already stretched public health system.

Their efforts in assisting with the backlog in the public elective surgery waiting lists has been exemplary and contributed significantly to the smooth running of the health system at a time of great stress.



SVHM processed  
**200,000+**  
COVID-19 tests

Finally, in further response to COVID-19, St Vincent's Melbourne and key partners rapidly established a COVID-19 Isolation and Recovery Facility (CIRF) in September 2021 to provide health care and supported accommodation to people experiencing homelessness who needed to isolate for virus-related reasons but were unable to do so safely.

The service, known as Sumner House, has now transitioned to offering both its CIRF program along with 15 beds set aside to provide general accommodation for people experiencing chronic homelessness and associated poor health. Residents are supported over a period of three to six months, as staff work closely with them to address goals related to their health, housing and other challenges.

### StVincents@Home

COVID-19 is not the only external factor influencing and driving change in St Vincent's Health's hospitals.

Partly reflecting the benefits of technology and the preferences of patients, and partly the need to grapple with increasing demand and the costs associated with hospital-based care, more and more healthcare is being delivered in peoples' homes.

But what had begun as a moderate trend in the years prior to the pandemic, moved into overdrive with the arrival of the virus, with telehealth, virtual health, and in-home care all becoming the new normal.

St Vincent's Health is well advanced in positioning itself to benefit from, and lead, this major shift in acute healthcare delivery.

Ahead of 2021, St Vincent's outlined a bold vision for the organisation – the *Care Beyond the Hospital Walls* strategy – to provide a blueprint for how it would become a leader in home and community-based care.

Fast forward to 2022 and St Vincent's Hospital Melbourne is the fastest-growing health service for bed-based substitution initiatives in Victoria, with up to 120 patients on any given day receiving care at home where previously they may have required a hospital bed.

The hospital's Better@Home program is an umbrella for a range of its home-based health initiatives, including a 100-Day Digital Challenge to develop real-time analytics to identify ED patients and inpatients who are eligible for @home care. This project is designed to assist treating teams to quickly identify patients who could be suitable for @home care and assist them in determining the most appropriate home-based service.

St Vincent's Hospital Sydney's home-based care services also expanded during the year supported by virtual technology and remote patient monitoring, as well as through community-based care services for vulnerable populations who traditionally have the poorest access to healthcare and often experience the most complex needs.

One example was the hospital's Palliative Care Home in the Hospital (PCITH) which provides additional support to people at their end stage of life.



## Hospitals (continued)



SVHS received a  
**\$25 million**  
capital works grant from the  
NSW Government

PCITH is designed to bolster the work of the St Vincent's Sydney Community Palliative Care team at critical times during a patient's treatment. It provides supplementary care by ensuring daily check-ins with the patient and their support network, as well as physical in-the-home care. A key benefit of PCITH is that daily monitoring provides the team with an opportunity to manage any pain, nausea, fatigue, anxiety and sleep disturbances in a deteriorating patient, and once their condition is stabilised, they can be discharged back in to community palliative care.

The Sydney hospital also broke new ground in the area of virtual care with its Covid Care in the Community initiative, established in 2020 to support patients with COVID-19 to remain at home and reduce pressure on the acute hospital system. Between April 2020 and March 2022 a total of 2067 patients were admitted to the service with occupancy rates increasing dramatically during both the virus' Delta (September 2021) and Omicron (December 2021/January 2022) waves, with peak demand translating to more than 4000 bed days in September 2021.

To steadily grow its initiatives in the home-care space, St Vincent's Health Australia also established a new division, St Vincent's Virtual and Home Healthcare, headed by its freshly appointed CEO, David Brajkovic.

The purpose of the new division is to take an 'all of St Vincent's' approach to in-home care, providing national coordination and leadership for a health response that is experiencing rapid growth across the organisation, aged care included.

The long-term vision is to create Australia's largest and most sought after virtual and home health and aged care organisation, one that marries St Vincent's Health's unique advantages: its purpose-driven Mission, trusted brand and reputation, health and aged care expertise, quality data, and diverse workforce.

### Capital works and development

But while the future of health and aged care is in the home, the need for our hospitals to remain in locations for cutting-edge research and care requires significant planning and development.

During the year, St Vincent's Hospital Sydney received a \$25 million capital works grant from the NSW Government, while two priority clinical redesign projects were undertaken to deliver additional ICU beds, address ongoing and very high occupancy, and add additional consultation and treatment spaces in the Heart Lung Transplant Clinic to support growing demand.

To enhance St Vincent's Sydney's trauma and other surgical-specialty services and provide the most advanced equipment available, the St Vincent's Curran Foundation raised almost \$12 million to build a new state-of-the-art, hybrid trauma operating suite.

The theatre houses the newest hybrid technology available, known as RAPTOR (Resuscitation with Angiography, Percutaneous Techniques and Operative Repair), and provides a one-stop-shop for treating the most critical patients.

At St Vincent's Melbourne, construction began on both the \$206 million Aikenhead Centre for Medical Discovery (ACMD) and the \$180 million redevelopment of St Vincent's Private Hospital Fitzroy.

The ACMD is Australia's first collaborative, hospital-based biomedical engineering research centre. When completed, the new building will include 3D printing labs, a human kinetics lab, special insulated rooms to enable the development of sensitive hearing and vision technologies, and engineering workshops for devices and robotics.



Photo: Lisa Maree Williams /Getty Images

Its strategic location on the St Vincent's Melbourne campus will provide researchers with access to both public and private patients to undertake benchtop-to-bedside trials.

The redevelopment of St Vincent's Private Fitzroy includes an additional six state-of-the-art operating theatres, all equipped to deliver the latest techniques in robotic and image-guided surgery; a new Intensive Care Unit; new radiology services, which will support single-visit diagnosis, assessment and treatment; new birthing suites and a new Special Care Nursery; and an upgrade to day cancer services.

Also on the St Vincent's Melbourne campus, in September 2022 the industry super fund-backed property investor ISPT and industry super-fund HESTA announced they were teaming up to acquire a 55-year lease agreement from SVHA that would see a brand-new 12-storey health care office building constructed on the site of the former Druids Wing.



### St Vincent's Curran Foundation raised **\$12 million**

to build a new state-of-the-art, hybrid trauma operating suite.

The proposed \$140 million building will offer more than 12,000 square metres of mixed-use health, community and office space. St Vincent's will be a key user of the building, leasing three floors.

Staying at St Vincent's Melbourne, the hospital's Caritas Christi Palliative Care Service was re-launched in a new purpose-built facility. Co-located with St Vincent's Care Services Kew, the new and expanded 26-bed inpatient palliative care unit offers 24-hour specialist palliative care, consultancy services, an ambulatory care hub, as well as education, training and research areas.

The Melbourne hospital's ED also received funding from the Victorian Government to redesign its existing Behaviour Assessment Room and Ambulance Bay.

Elsewhere, St Vincent's Private Hospital Toowoomba – which is marking its 100th anniversary in 2022 – celebrated by having its development application approved for a new \$8 million Intensive Care Unit, which, when completed, will feature 10 beds and increase staff numbers by 12.

St Vincent's Health also began a makeover of the Mater Sydney's Patricia Ritchie Centre; and renovated St Vincent's Private Maternity Fitzroy's postnatal suites.

### Service excellence and innovation

Underpinning these announcements was St Vincent's Health's hospitals' continued focus on the pursuit of clinical and service excellence and innovation – a commitment which was reflected in, for the second year running, its private facilities being ranked number one in Australia by Medibank's customers, both overnight and same-day patients.

A similar high-water mark was reached by St Vincent's Hospital Sydney passing its four-year, network-wide NSW Health accreditation during the year, with no standards or actions not met.

St Vincent's Private Hospital Toowoomba took delivery of a new Trident HD Specimen Radiography System which provides highly detailed images for breast excisions and core biopsies within seconds. Meanwhile St Vincent's Private Hospital Sydney entered a new generation of robotic-assisted surgery with the state-of-the-art DePuy Synthes VELYS Robotic Assisted Solution, which promises improved patient outcomes – particularly in the area of precision knee surgery – through precise surgical techniques, in real time.



## Hospitals *(continued)*

The hospital also became the first in Australasia to offer the NuVasive Pulse system which brings together a range of operating theatre technologies to support neurosurgeons in reaching a new level of precision and accuracy. In a single platform, Pulse enables technologies such as neuromonitoring, surgical planning, rod bending as well as imaging and navigation functions.

Importantly, the platform also enables neurosurgeons to perform spine surgery with significantly reduced radiation exposure.

And in a joint milestone, both St Vincent's Private Hospital Northside and St Vincent's Private Hospital Fitzroy performed their 1000th robotic surgery cases during the year.

Through its partnership with Gidget Foundation Australia, St Vincent's Private Hospital Fitzroy began hosting St Vincent's Health's third Gidget House program (the Mater and Toowoomba private hospitals are the other two sites) to support expectant and new mothers and fathers experiencing perinatal depression and anxiety.

St Vincent's Hospital Sydney launched its GP Cancer Support Line, a centralised GP cancer and cancer-related palliative care support line based at The Kinghorn Cancer centre. It also launched the St Vincent's Diabetes in Youth Service, a clinic aimed specifically at people 16-25 years, with Type 1 or Type 2 Diabetes.

St Vincent's Hospital Melbourne launched its Talk to Me app which is designed to help culturally and linguistically diverse patients and residents communicate with its healthcare workers.

Almost 40 per cent of St Vincent's Melbourne's patients are born overseas and may have difficulties communicating in and understanding English. Initiated and led by the hospital, the Talk to Me app includes a health professional and patient-user interface, an audio component, and large, easy-to-read script. The app facilitates brief, sentence-based conversations across Arabic, Cantonese, Croatian, Greek, Hakka, Italian, Macedonian, Mandarin, Serbian, Spanish, Turkish, and Vietnamese, and is now formally part of the hospital's services.

St Vincent's Private Hospital Fitzroy is using a new and innovative method to remove bone tumours without causing life-long incapacity. Led by orthopaedic surgeon, Dr Claudia di Bella, the approach creates a custom-made prostheses that involves state-of-the-art digital 3D planning and printing allowing for the accurate reconstruction of the bone affected by the tumor. It uses 3D-printed cutting jigs to ensure the cancer can be removed with precision - without leaving any of it behind and without damaging blood vessels and nerves during the resection time - while also creating a custom prosthesis that perfectly fits the 'gap' that is left after the tumor is removed. With this technique the patient is therefore able to return to their physical function rather than becoming wheelchair-bound.

It's important to note that SVHA's commitment to innovation isn't solely expressed in the shape of medical research or new technology.

St Vincent's Private Hospitals at Brisbane and Northside established the Live Music in the Hospital trial program with an eye to creating a calming but uplifting environment that would improve the experience of staff and aid patient recovery.

Initially funded by the hospitals but with further financial support from Arts Queensland and fundraising by the St Vincent's Northside Volunteer Program, the program based professional instrumentalists in the corridors and working areas of each hospital to play for those nearby.

The music was designed as a therapeutic intervention, so was intentionally unobtrusive and soothing.

An evaluation of the program by Prof Margaret McAllister from Central Queensland University found that it created a calming environment that improved mood, enhanced relaxation and offered welcome distraction; de-medicalised the hospital environment; provided uplifting, transformative spiritual experiences; enhanced connection between patients, their families and staff; and offered experiences that transported patients to another space through memory.





### 'At risk' populations

As always, the focus of our hospitals was first and foremost on the needs of the vulnerable and marginalised populations it is St Vincent's Health's mission to support.

In recognition of its groundbreaking work improving care for First Nations people, St Vincent's Hospital Sydney's Emergency Department won a host of awards for its Stay'n Deadly & Stay'n In project. Under the initiative, also known as the Flexi-clinic, patients who identify as Aboriginal and/or Torres Strait Islander are seen by a staff specialist, or 'flexi-doctor', very soon after arrival, significantly reducing waiting, testing and diagnosis times and dramatically cutting the number of instances where First Nations patients leave the hospital before their care is completed.

During the year, the ED team's effort was recognised with the 2021 NSW Health Excellence in Aboriginal Healthcare Award, a 2021 City of Sydney Business Award for Excellence in Diversity and Inclusion, the 2021 AI Spilman Award for Culturally Safe Emergency Departments from the Australian College for Emergency Medicine, and was announced as a Silver Medal Finalist at the prestigious International Hospital Federation Award for Corporate Social Responsibility, a category which featured more than 250 entries from 37 countries.

St Vincent's Hospital Sydney also commenced its Special Needs Dentistry Service for vulnerable persons. The clinic provides crucial dental care to people who may have substance use issues, are experiencing homelessness, living with mental illness, or are prisoners. The hospital similarly opened an Eating Disorders Outpatient Clinic and launched its efforts under NSW's Towards Zero Suicides initiative which aims to decrease the state's suicide rate by 20 per cent by 2023.

With a grant from St Vincent's Health Australia's Inclusive Health Program, St Vincent's Sydney launched its Homeless Health Mobile Health Clinic, a mobile van equipped to provide robust chronic disease care for marginalised people as well as specialist health care, including drug and alcohol treatment, mental health care and comprehensive physical health care. The St Vincent's Mobile Health Clinic is equipped with telehealth facilities, enabling specialist care appointments with clinicians without the need to leave the community and come to hospital.

St Vincent's Melbourne's mobile health service – which began in July 2020 to provide a mobile COVID-19 vaccination for vulnerable Melburnians – had, by mid-2022, shifted focus to predominantly providing flu vaccinations and hepatitis treatment to the same patient group.

St Vincent's Hospital Melbourne opened its new state-of-the-art Mental Health and Alcohol and Other Drug Hub located in its Emergency Department.

The Hub is one of six to be delivered across Victoria and is part of the state government's \$32 million investment to better support Victorians requiring urgent care for mental health and alcohol and other drug issues.

The Hub Model integrates the hospital's existing mental health and alcohol and other drug expertise with a new Emergency Medicine team in a six-bed, short-stay unit. It aims to enhance existing services, providing a safe and supportive space for around 8,000 people who attend the St Vincent's Emergency Department each year with urgent mental health, alcohol and other drug issues.

And St Vincent's Melbourne also expanded its Aboriginal Hospital Liaison Officer Service to offer dedicated, seven-day support for First Nations' patients.



## Hospitals (continued)

### People

Ultimately, none of the achievements of St Vincent's Health's hospitals over the past year would have been possible without the expertise, commitment, determination, compassion, resilience and good humour of their staff.

All of St Vincent's Health's 18,900 hospital staff make important contributions to our work, but the year saw several recognised for their individual efforts.

St Vincent's Private Hospital Toowoomba's Dr Bob Ayres was named the city's 2022 Citizen of the Year in recognition of his 27 year cardiology career.

St Vincent's Private Hospital Brisbane's Palliative Care Nurse Practitioner, Kathryn Hooper, was a finalist in the Queensland Nurses and Midwives' Union Professional Practice Awards in recognition of the contributions she makes in palliative care for Aboriginal and Torres Strait Islander populations across Queensland.

St Vincent's Private Hospital Northside's Clinical Nurse Claire Lane won the 2022 Queensland Health Minister's Award for Nursing Trailblazers. Claire founded Save Our Medical Supplies in 2012 after witnessing the wastage of clean medical supplies that no longer met Australian standards. Her charity has saved over \$1.2 million dollars' worth of supplies and distributed them to developing nations.

St Vincent's Hospital Melbourne gastroenterologist, A/Prof Jessica Howell, was awarded the Inaugural Tony Burgess Medal by the Victorian Comprehensive Cancer Centre Alliance. A/Prof Howell received the award for ground-breaking research to improve the screening and diagnosis of liver cancer.

Meanwhile St Vincent's Hospital Sydney's Sonia Robinson was nominated for 2022 NSW Aboriginal Nurse of the Year, while the hospital's Tamra Langley was selected as a finalist for NSW Health's Excellence in Nursing & Midwifery Awards, as 2022 Nurse of the Year.

In her latest role as a Digital Health Nurse – and with extensive background as a Cardiac Rehab Clinical Nurse Consultant – Tamra has produced two major public health resources: the St Vincent's Heart Health and St Vincent's Lung Health websites, both of which are used worldwide as education tools for nurses, patients and community.

This is the second year running a St Vincent's Hospital Sydney staff member has been nominated for NSW Nurse of the Year, with Jo Taylor winning the 2021 award (announced in April 2022).

Finally, following the consolidation of its two separate public and private hospitals divisions into one Hospitals Division in early 2022 – another change designed to make St Vincent's Health's hospitals more agile and create economies of scale – A/Prof Patricia O'Rourke, the former head of St Vincent's Health's public hospitals, became the new CEO for the new single business division.

SVHA is committed to investing in the skills and professional development of its people in order for them to work at their best.

For example, St Vincent's Hospital Melbourne's Registered Undergraduate Student of Nursing (RUSON) workforce has become integral to service provision throughout the pandemic in supporting the hospital's nurses deliver patient care. SVHM led Victoria's health sector with RUSON recruitment, enhancement of the RUSON role and scope, skills development, and the deployment of RUSONs within inpatient settings, including acute, sub-acute, residential aged care and the Emergency Department. SVHM's RUSON model has influenced the way in which these unique roles are utilised across the state's health sector, helping to ease existing workforce pressures.

At the same time, St Vincent's Melbourne also trialled the use of simulation-based training for graduate nurses to develop their skills in providing trauma-informed care. Given SVHM's focus on caring for marginalised groups, the chance of staff encountering a patient with a trauma history is high. Implementing training in trauma-informed care better equips staff to work more effectively with individuals in distress and address any issues related to bias and stigma.

In a similar fashion, St Vincent's Hospital Sydney co-designed, with members of Sydney's transgender and gender diverse community, a program of Trans and Gender Diverse Healthcare Training for staff – including a Trans and Gender Diverse Healthcare Factsheet and a set of Principles for Working with Trans and Gender Diverse patients – to improve care.

The successful initiative, which was rolled out over several hospital departments during the year, is recognition that the use of incorrect names, misgendering, and a lack of knowledge among health workers about the needs of transgender and gender diverse people can be a deterrent for people when seeking care, leading to poorer health outcomes.



St Vincent's Health's

**18,900**

hospital staff make important contributions to our work







# Aged Care.

During the last 12 months Australia's aged care providers have been challenged by a range of factors – COVID-19, staff shortages, pay and conditions, financial headwinds – that have further tested an already stretched industry, and St Vincent's Care Services' 23 residential aged care facilities have not been immune.



Additional online traffic of  
**4,400 visitors**  
in three months after launch of new  
Care Services' website

While the COVID-19 pandemic moved into a new phase in much of Australia – with a relaxation of previous rules and restrictions, including allowing full access visits by family and loved ones to aged care facilities – the virus continued to make its presence keenly felt in the nation's nursing homes.

St Vincent's Care Services (SVCS) went through the first 18 months of the pandemic without a single resident case in any of its nursing homes.

But towards the end of 2021, when the far more transmissible COVID-19 variants arrived – which occurred at the same time authorities began loosening restrictions on aged care visits – aged care providers, including St Vincent's Care, became powerless to stop its spread.

Despite this, Care Services is proud of the fact that thanks to good planning and sound protocols, and the diligence, hard work and commitment of staff, its sites experienced fewer COVID-19 cases than the average compared with other residential aged care providers. The result is particularly a testament to Care Services staff who continued to wear their PPE and follow procedures, however challenging the environment.

Of course, the second major issue for Australia's aged care sector was the shortage of staff – from personal carers through to more specialised and highly trained roles – a factor which was, and continues to be, exacerbated by poor rates of pay and challenging work conditions.

St Vincent's Care Services responded by changing its staffing model and developing a surge workforce to ensure the division had adequate personnel on deck to provide the required care at each site.

A surge workforce means St Vincent's Care will always have an adequate number of staff available at all facilities – wherever and whenever people are needed – and in the process relieve the stress and workload of on-site employees working under tough conditions.

With an eye to the challenges in recruiting experienced and trained nurses in aged care, Care Services also launched its inaugural nursing program during the year, *Aspire*, to nurture the next generation of nurse practitioners and leaders. Thirty-five graduates and 26 mentors participated in the program, with many graduates joining as mentors for the 2023 intake.

Care Services also developed a financial recovery plan to place the division on a sounder financial footing which included: efforts to boost government funding and other income streams; a decrease in operational costs through improved rostering and a reduction in the use of labour hire agencies; developing a new Employee Value Proposition to improve staff recruitment, onboarding and retention; maintaining a lid on divisional costs; and improvements to consumer-facing services.

Many of these issues were highlighted by St Vincent's Care Services' CEO, Lincoln Hopper, in an opinion piece published in both the *Courier Mail* and *Daily Telegraph* newspapers in August 2022, where he called on the Federal Government to immediately increase wages for aged care workers, and for state and federal health authorities to harmonise their often contradictory advice to aged care providers on responding to COVID-19.

Despite the very difficult operating environment, St Vincent's Care Services pursued a range of positive initiatives during the year designed to deliver better results for the organisation, staff, residents and their families.

In July 2022, Care Services launched a new website to improve consumers' online experience. Since its launch, Care Services has seen a significant boost in traffic volume and conversion increases, with an additional 4400 visitors in just under three months. Page visits are up by 19 percent, with the length of time visitors stay on the site also up by 34 percent – both of which reflect that visitors are more engaged with the site's content.

The introduction of a customer relationship management (CRM) electronic platform in May 2022 as part of St Vincent's Health Australia's broader 'Go Beyond' 2025 strategy to better streamline processes and manage data, also saw major improvements across the Care Services' admissions process and has ensured important KPIs have been met.





Care Services reached an all-time NPS height of

**58+**

20 points higher than last year

Since the launch of the CRM, Care Services has processed 1081 admissions electronically and automated many tasks for the relevant departments involved in the admissions process. Customer experience has also been improved with clear templated emails and electronic forms which saves valuable time for both staff and families.

It was extremely satisfying to see that, with these changes, and regardless of the very difficult environment, Care Services notched several key wins during the year.

At St Vincent's Care Services Heathcote in southern Sydney, a partnership between the site, led by Facility Manager, Mark Aros, and a local dentist saw the launch of an onsite, one-day-a-week dental health clinic – a trial initiative thought to be the first of its kind in Australia.

With dental health a major quality-of-life issue for many elderly people – so much so it was identified by the Aged Care Royal Commission as priority for improvement – Care Services' Heathcote residents are very happy with the added benefit to their home.

Significantly, St Vincent's Care improved both its Net Promoter Score (NPS) and Consumer Experience Score (CX) which are both internationally recognised measures for consumer satisfaction.

The move resulted in dramatic improvements in consumer happiness, family engagement, and an overall increase in satisfaction for both residents and staff within SVCS's 23 homes.

With consumer data gathered at admission, during stay, and exit, Care Services reached an all-time NPS height of +58, which was 20 points higher than last year.

Importantly, given the challenges recruiting and holding staff, Care Services also launched an Employee NPS during the year to track the experience of new employees at three and six months into their role, and also upon their exit from the organisation. With improved data gathering and analysis, Care Services is providing a better working environment for its team members and is both boosting retention and its profile as an employer of choice in the sector.

With four new facilities opening over the last 18 months, Care Services has also seen an increase in occupancy and staff. St Vincent's Care Services Kew – which opened in 2021 – has reached 100 per cent occupancy, and with the three Queensland sites added following Care Services' acquisition of the aged care provider, PresCare, it has welcomed 260 new staff members.

The successful onboarding of PresCare – occurring during the heights of a pandemic, when Care Services' staff, both in its sites and head office, were under enormous strain – speaks volumes for the team's professionalism and outstanding capacity. The three sites – at Corinda and Carina in Brisbane, and Douglas in Townsville – are now operating at close to full capacity.

And further indicating that St Vincent's Health is firmly looking to the future needs of its patients and residents, the organisation submitted a preliminary approval development application for its Kangaroo Point site in south Brisbane, which houses both St Vincent's Care Services Kangaroo Point and St Vincent's Private Hospital Brisbane.

The plans present a 20-year vision for what a possible new aged and health care campus, with a range of accommodation types, might look like two decades from now.



## Aged Care. (continued)

Looking ahead, the aged care environment in Australia is expected to remain unstable and difficult for both providers and consumers alike. The new aged care funding model, known as AN-ACC (Australian National Aged Care Classification), will especially create challenges for providers, like St Vincent's Care Services, that see aged care as more than a one-dimensional clinical experience.

The AN-ACC requires providers to give residents on average a minimum of 200 care minutes per day and defines 'care' solely in clinical terms, e.g. nursing. In doing so, the system ignores the benefit of other important social and pastoral services. St Vincent's Care Services strongly believes that aged care should provide more than only nursing and clinical care. It should also offer residents an holistic suite of services that encompass lifestyle and spiritual needs. Care Services will continue to advocate for the AN-ACC's 200 minutes to include allied health, lifestyle and pastoral services.

## St Vincent's Care Services' Year in Review

### Mission



We gave  
**\$158,233**  
working in partnership with  
community groups



We opened  
**three new  
chapels**



**1,826 pastoral  
care hours**

dedicated each fortnight - **47,476 hours** in  
a year same as watching the movie "The  
Sound of Music" over 22 thousand times!

### Community Services



Community service grew  
by an average of  
**160 new**  
clients per month



We provided over  
**162,000**  
hours of care in the community



Our community team spent about  
**1,000 hours**  
per month (12,000 hours each year) traveling  
to our community clients - equivalent of  
driving Townsville to Melbourne 400 times!



We made over  
**65,000**  
visits to people living  
in the community

### Consumer Experience



We received **207 calls**

a day from families and community members



We produced **12 monthly**

RAC newsletters in 5 languages



We sent a total of **291,302**

emails to keep connected with staff and families



We received **607 visitors**

per day - 10am Sunday is the most popular time to visit a loved one!

### Service Delivery



**100%**

of our homes are accredited



**95%**

of all complaints responded to within 5 days



**1.1%**

of all aged care resident population in Australia live with us and 1.1% of all aged care workers work with us!



When surveyed,

**99%**

residents reported feeling they are treated with dignity

### People and Culture



We welcomed **290 new**

team members from PresCare



Our people provided

**3 million+**

hours of service



**Two thirds**

of our employees are engaged and satisfied



Provided over **2,000 hours**

of development - equivalent of flying from Sydney to London 87 times!



**57 employees**

celebrated more than 20 years of service



# Clinical Governance.

This past year has been another challenging one as St Vincent's Health Australia (SVHA) has continued to navigate the third year of a global pandemic. Despite the many difficulties, SVHA's people rose to the occasion, embracing the ever-changing environment to deliver outstanding care to patients, residents, and the broader community.

As Australia moves into a new phase of living with COVID-19, SVHA is looking to the future, charting a course where the organisation expresses its healing ministry beyond hospital and aged care walls, to provide digitally-enabled, person-centred care in the community.

To fit with this vision, SVHA's Clinical Governance framework continues to focus on clinical informatics, clinical leadership, governance and assurance, research, improvement, and patient and resident experience.

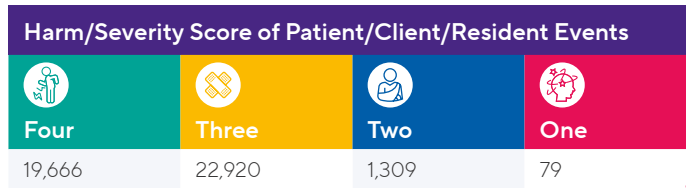
## Clinical Governance and Assurance

SVHA has an aspirational goal of 'targeting zero', that is, aiming for zero preventable clinical harms with a focus on sentinel events and hospital-acquired complications (HACs).

In 2021-2022 there were close to 291,000 separations of care across our public, private and aged care facilities (separations are the number of patients or residents admitted for an episode of care, excluding day only and outpatient admissions). During this time, SVHA reported 50,756 incidents, which was marginally more than in 2020-2021.

Of these, 43,974 involved a patient/client/resident event. Other notifications included events connected with a worker, a visitor or relative, or an error not involving a person.

Of the patient/client/resident events, over 97 per cent resulted in minimal or no harm (up from 96 per cent in 2020-2021), with 0.14 per cent resulting in serious harm or death, which is down from 0.16 per cent in the previous year.



### Sentinel Events

Across our hospitals, SVHA had zero nationally-defined sentinel events since July 2021.<sup>1</sup>

Sentinel events are a subset of adverse patient safety events resulting in serious and preventable harm to, or the death of, a patient.

When a sentinel event occurs, our staff discuss what occurred with the patient and family and what could be done to reverse or alleviate any negative consequences. SVHA believes that open and honest communication about these extremely rare events is crucial to maintaining trust and is foundational to the integrity of the work it does.



**ZERO**  
nationally-defined  
sentinel events in  
2022

1. Victoria has an additional sentinel event definition for local reporting.





## Clinical Governance. (continued)

Each case that results in serious harm or death is subject to a rigorous review known as a Root Cause Analysis. The results from these investigations are reviewed and analysed at the facility and group level, to ensure actions are implemented and that lessons learned are shared across the organisation.

Despite efforts in developing and implementing systems of reliability, and the best intentions of staff, there are times when things may not go as expected and SVHA's responses may not meet the patient, family or public's expectations. Continuing to encourage SVHA's staff to report incidents and strive to be open and transparent is paramount to developing a culture of safety and improvement. It's also essential to ensure SVHA identifies system vulnerabilities so it can take action to prevent similar events occurring again.

Falls with harm – the number of falls resulting in fracture or closed head injury – was 57 compared to 56 the previous year, still representing less than 1 per 10,000 patients admitted to St Vincent's Health's hospitals.

### Hospital Acquired Infections

Over the year, SVHA experienced 50 SAB (staphylococcus aureus bloodstream) infections across its public and private hospitals, representing a rate of 0.7 per 10,000 patients admitted. The national benchmark is < 1 infection per 10,000. This year's SAB rate was slightly lower than the previous year (rate of 0.8 infections). A deep dive into the cause of SAB infections led to a number of positive changes being made, with the rate improving towards the second half of the reporting year.



SVHA's SAB rate was

**0.7, down**

from 0.8 the previous year

## Clinical Leadership

### Medical engagement

It is well known that high levels of medical engagement – the active and positive contribution of clinical staff to maintaining and enhancing the performance of the organisation – not only ensures a higher quality of care and a better experience for our patients, but also results in lower mortality rates, fewer serious incidents, achievement of service targets, improved financial management, and reduced staff absenteeism and turnover.

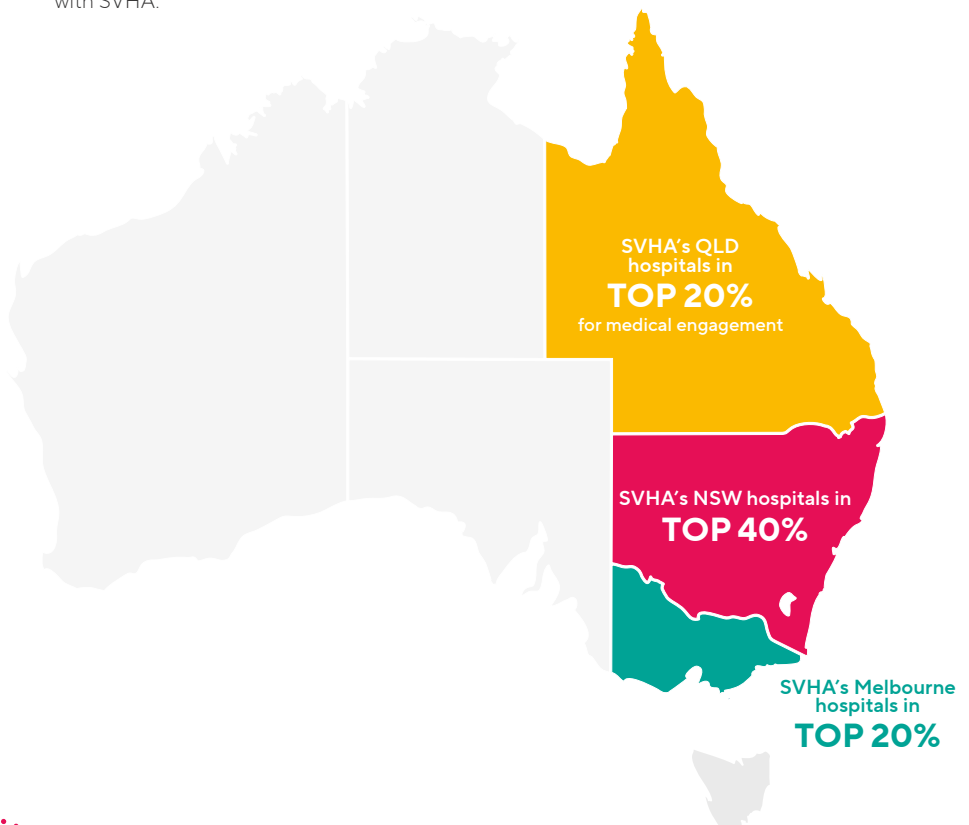
Fostering strong clinical leadership and engagement at all levels underpins the achievement of SVHA's vision and strategy. SVHA undertook a number of initiatives in the past 12 months to better understand and improve engagement.

To better understand the factors that support clinicians to be engaged – and in particular, what influences and changes their behaviour – SVHA completed an organisational-wide, evidenced-based survey to better understand the cultural and motivating influences on engagement and their connections with SVHA.

Overall, the results were outstanding: SVHA's doctors are highly engaged, placing in the top 20-40 percentile when compared to peers working in other hospitals in Australia and the United Kingdom.

While overall medical engagement is strong across SVHA there are areas where doctors are disengaged and the organisation continues to explore contributing factors and what corrective improvements can be made.

Enhancing health professional engagement has also seen the SVHA Board hold more on-premise meetings, as well as attending clinical events and meetings with front line staff across the SVHA network.





### Junior Medical Workforce Review

In a related effort, the SVHA Junior Medical Workforce Review Taskforce identified the following strategic principles for sustainable Junior Medical Officer (JMO) engagement:

- Continued enhancement of JMO well-being by addressing key factors, including employment security and rostering flexibility.
- Development of specific learning opportunities and supported training pathways.
- Enhanced team working: ensuring supportive teams, particularly by reviewing the clinical rotation model, and team-based night and reliever terms.
- Ensure role clarity and consistency and promote a ‘safety culture’.
- Be ‘future ready’ in terms of models of care, digital solutions and electronic medical records.

### Clinical Council

St Vincent’s Health’s Clinical Council is an interprofessional collaborative forum, made of Medical Directors and Chairs of Medical Councils, Directors of Nursing, and allied health leaders, that advances clinical excellence and supports the achievement of SVHA’s iCARE strategy (SVHA’s clinical governance strategic framework). The Clinical Council shares challenges and innovation that draw on the members’ shared experience to enable clinical excellence across the SVHA group of facilities.

In 2021/22 the Council discussed key strategic quality and safety matters with SVHA’s Board and progressed strategies to enrich medical engagement.

### Accelerating improvement

To promote a culture of continuous improvement, SVHA has launched the BEST initiative – Being Exceptional at St Vincent’s – across all sites and divisions. The objective of BEST is to develop SVHA as a learning organisation and strengthen its delivery of quality care. The value of taking a single, uniform approach to improvement across SVHA is that all staff will use a common language and a set of tools and be able to support efforts across divisions.

The core elements of the BEST program are to:

1. Develop and support people to be daily problem solvers through training and coaching;
2. Develop and support facilities to continuously seek improvements in processes and systems, and through the implementation of a Daily Management System; and
3. Develop and support SVHA to embed continuous improvement as core to the St Vincent’s experience and to innovate towards new ways of working and delivering care.

## Clinical Governance. (continued)

### Patient experience

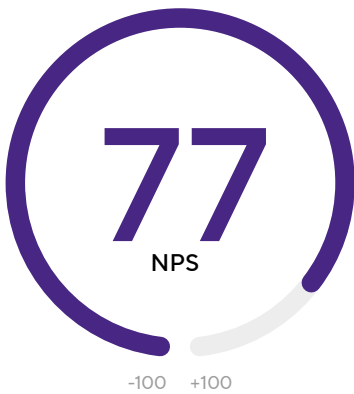
A core component of the SVHA Patient Experience Strategy is to hear the patient voice in real-time. For the last four years, St Vincent's Health has adopted the Net Promoter Score (NPS) methodology for measurement, whereby real time feedback is collected by text message with the data then being collated and analysed.

SVHA's NPS score is based on a single question:

***"If you needed similar health care or treatment, how likely would you be to recommend St Vincent's?"***

Pleasingly, the Net Promoter Score for SVHA hospitals in 2022 was 77, five points above our own internal target.

#### Net Promoter Score (NPS)



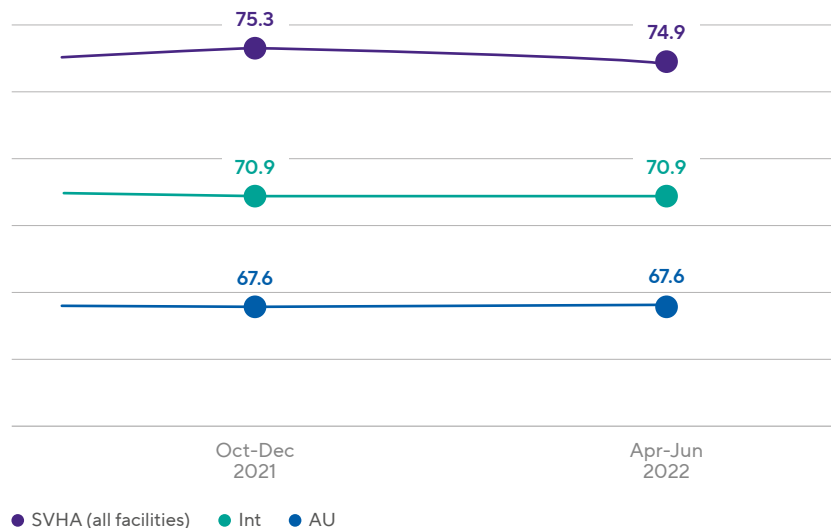
To support the NPS data, patients are also surveyed using the Hospital and Consumer Assessment of Health Care Providers Survey (HCAHPS) survey tool which provides more detailed information on the experience of in-hospital care and identifies further opportunities for improvement. The HCAHPS data is benchmarked both nationally and internationally and SVHA consistently performs at the top of the benchmark pools.

The HCAHPS survey asks patients:

***"What number would you use to rate this hospital during your last stay?"***

In 2022, 75 per cent of patients rated our hospitals 9 or 10 out of 10, well above Australian and international benchmarks.

#### HCAHPS Survey









# People and Culture.

St Vincent's Health Australia employs 22,500 people across more than 50 locations. Providing a workplace which allows staff to flourish and make individual contributions to SVHA's Mission, is integral to the organisation's strategy.

People and Culture's role is to help maintain, create and cultivate workplaces where staff are safe, enjoy their work, and have the tools and processes in place to perform to the best of their abilities.

As with every division and facility within St Vincent's Health Australia, COVID-19 and its associated challenges – including staff shortages – continued to dominate People and Culture's work during the year.

Australia was already facing a nursing shortage prior to the pandemic. But with the closure of Australia's borders due to COVID-19 – shutting out the arrival of nurses, many in their 20s and 30s, from the UK and Ireland who traditionally come to Australia to combine work with travel – the predicament became extremely serious.

The situation was further exacerbated by the exit of health workers from across the sector because of the demands and difficult working conditions associated with the pandemic.

In response, SVHA's People and Culture team launched its 'Healthcare Superheroes' digital recruitment campaign in 2021, utilising footage and St Vincent's personnel profiled in the Seven Network TV documentary series, 'Nurses'. Running across 2021 and 2022, the campaign was active in conjunction with the series airing in Australia, New Zealand and the UK, and appeared across LinkedIn, Seek, Facebook and Instagram. A high-quality external careers microsite was also created to capture candidate interest and drive applications across key areas.

The campaign was a first for St Vincent's Health Australia, and in a job market experiencing significant vacancies, it was a major success, generating high volumes of recruitment interest across its duration, including:

- **6 million** social media impressions.
- **80,000 visits** to the Healthcare Superheroes (HCSH) microsite.

- **2,000** job applications received.
- Hundreds of new employee hires throughout the campaign and beyond.

Overall, the campaign's digital marketing performance exceeded industry benchmarks for recruitment-lead conversion and 'click through' rates from social media to the SVHA careers website.

And in a result that was a terrific credit to the hard work and vision of SVHA's People and Culture team, the Healthcare Superheroes Recruitment Campaign won the Australian HR Excellence Award for Best Recruitment Campaign.



The Healthcare Superheroes campaign attracted more than **2,000 applicants** across New Zealand, Australia and UK



Photo: HRD Australia

The Healthcare Superheroes campaign, unlike any other in Australia's health and aged care space, successfully addressed the challenges in recruitment and retention. At the same time, it reflected very positively on how the St Vincent's People and Culture team was able to quickly and effectively identify the need – scarce, high demand, essential, frontline workers – and attract them to the organisation.

In other news, SVHA People and Culture also began developing a single group Work Health and Safety (WHS) Management System in line with ISO45001 (the name for the international standard for occupational health and safety) during the year.

The system provides all SVHA workplaces with a consistent model and tools for managing work health and safety. To support its implementation and improve governance, SVHA also introduced a WHS audit program covering all facilities. Each facility is given a score and an action plan to address any deficiencies. These audits will take place annually to drive continual development.

As a result of these activities, SVHA experienced a more than 10 per cent improvement in its WHS incident rates and a reduction in the number of workers compensation claims during 2022.

Another major project for the People and Culture team during the year was updating both the SVHA website and intranet.

In terms of the website, the team finished the year having delivered a significant uplift in the external presentation of St Vincent's Health Australia and its work; a full content refresh and migration; expanded careers and Mission sections; Google analytics; improved cross-links to facility websites; and provided publisher training and support resources to staff.

The guiding principle for the Intranet upgrade was to create 'one home' for content, particularly to address duplication and eliminate out-of-date information.

By the end of 2022, the team had delivered a new Intranet homepage containing news and application links to be rolled out to all sites; and developed templates, content and navigation design, design standards, and a content governance model.

The next stage of the project is to support each facility as they adopt the new homepage.

Finally, the decision was made in November 2021 to streamline and modernise the existing SVHA Masterbrand and style guide to reflect the organisation's modern, forward-focussed and inclusive qualities and visually represent its future direction.



SVHA employs

**22,500 people**

across more than **50 locations**



Photo: Lisa Maree Williams/Getty Images

# Digital and Technology.

One of the four key themes of St Vincent's Health Australia's (SVHA) strategy is 'Driving Digital Care'. Reflecting the ambitions of the organisation in this area, SVHA established Digital and Technology (D&T) as a separate business unit during the year and engaged Michelle Fitzgerald as Group Chief Digital Officer to head up its activities.

One of the team's first initiatives was launching SVHA's first '100 Day Digital Challenge' (100DDC) to test the digital readiness of staff, processes and technology in specific facilities or divisions. The 100DDC is an enterprise-wide, accelerated innovation process that brings together multiple stakeholders to solve business problems by identifying, designing and building digital solutions.

SVHA's first 100DDC was run as a pilot to identify digitalisation opportunities to increase the number of virtual beds that can be delivered via St Vincent's Melbourne's 'Hospital in the Home' (HiTH) service and potentially across other parts of the organisation.

The challenge focused on an Artificial Intelligence (AI) tool to identify patients who may be ready to safely transition from the hospital to at-home care. The tool can analyse 600 patients in five minutes, and produces a short-list of candidates which is then validated by clinicians. The tool is being refined and tested and has the potential to be extended to SVHA's other hospitals in the future. Its success will be judged by the number of patients who are safely referred to receive at-home care earlier than by manual processes, thereby increasing the number of virtual beds and freeing up physical hospital beds at St Vincent's for new patients.

Another D&T activity was the completion of the first phase of a network modernisation program to upgrade voice, data, and mobile phone services across St Vincent's Health's facilities. This will improve the voice reliability of inbound and outbound calls, reduce the risks of outages or downtime, and create a more secure environment. The second phase is now underway to upgrade hospitals to a medical grade network with the latest, future-proofed technology and hardware, along with the capability to support advanced digital applications including telehealth, electronic medical records and AI health applications.

St Vincent's Health also established its Fast-track Analytics initiative to deliver a single view of the organisation's operational data to support financial optimisation, performance, and compliance insights. The analytics program aims to set up foundational corporate reporting with increased data accessibility and self-service, in preparation for the long-term strategy of a new electronic medical record and Clinical Informatics.

SVHA has established a new AI Council with the leadership of D&T and the Chief Medical Officer to help provide the environment for the organisation to become an AI leader in healthcare, including in the areas of machine learning, neural networking, and robotics (including robotic process automation). The purpose of the Council is to provide oversight of, and expert advice on, St Vincent's Health's approach to the selection, implementation, and use of AI platforms to improve any aspect of performance.



SVHA's Artificial Intelligence (AI) tool analysed

**600 patients**

in five minutes







# Our Governance.

## St Vincent's Health Australia's Board

St Vincent's Health Australia's Board closely monitors the organisation's performance against its strategic plan. The Board ensures St Vincent's Health strengthens and grows its Mission to express God's love to those in need through the healing ministry of Jesus.



**1. Ms Sandra McPhee AM**

**2. Ms Sheila McGregor**

**3. Mr Paul O'Sullivan**

**4. Mr Paul McClintock AO**

**5. Ms Jill Watts**

First appointed in Oct 2017

First appointed in Dec 2019

First appointed in Aug 2019

First appointed in Jan 2013

First appointed in Aug 2019

Appointed Chair in Oct 2019

- Chair – People and Culture Committee
- Member – Mission, Ethics and Advocacy Committee

- Member – Clinical Governance and Experience Committee
- Member – Mission, Ethics and Advocacy Committee
- Member – Aged Care Committee
- Guest – Finance and Investment Committee

- Chair – Finance and Investment Committee
- Member – People and Culture Committee

- Chair – St Vincent's Health Australia Group of Companies
- Chair – Finance and Investment Committee
- Member – People and Culture Committee

- Member – Finance and Investment Committee
- Member – People and Culture Committee
- Member – Aged Care Committee



**6. Mr Damien O'Brien**

**7. Ms Anne Cross AM**

**8. Dr Michael Coote**

**9. Prof Vlado Perkovic**

**10. Ms Anne McDonald**

First appointed in Nov 2019

First appointed in Jan 2019

First appointed in Aug 2016

First appointed in Oct 2021

First appointed in Jun 2017

- Chair – Mission, Ethics and Advocacy Committee
- Member – Audit and Risk Committee

- Chair – Aged Care Committee
- Member – Audit and Risk Committee
- Member – Clinical Governance and Experience Committee

- Chair – Research and Education Committee
- Member – Clinical Governance and Experience Committee

- Chair – Clinical Governance and Experience Committee
- Member – Research and Education Committee

- Chair – Audit and Risk Committee
- Member – Finance and Investment Committee



## Our Governance. *(continued)*

### St Vincent's Health Australia's Executive Leadership Team

The Executive Leadership Team provides management and leadership of SVHA's hospitals and aged care. The Executive shape and implement the Board-approved strategy and execute the day-to-day operations of the organisation with the highest possible levels of safety, effectiveness, efficiency and concordance with the organisation's Mission. The Executive team meet monthly to consider and approve operational decisions delegated to them on matters of strategy, risk and Mission.



**Mr Chris Blake**  
Group Chief Executive Officer



**Mr Rob Beetson**  
Group General Manager,  
Legal, Governance and Risk



**A/Prof Patricia O'Rourke**  
CEO, Hospitals Division



**Dr Daniel Fleming**  
Acting Group Leader, Mission



**Ms Ruth Martin**  
Group Chief Financial Officer



**Ms Annie Schmidt**  
Group Chief People and  
Culture Officer



**Mr Lincoln Hopper**  
CEO, St Vincent's Care Services



**Prof Erwin Loh**  
Group General Manager,  
Clinical Governance and  
Chief Medical Officer



**Ms Michelle Fitzgerald**  
Group Chief Digital Officer



**Mr David Brajkovic**  
CEO, St Vincent's Virtual and  
Home Healthcare



# Financials.

The St Vincent's Health Australia Managed Group operating result was an operating deficit of \$29.3 million for the year ended 30 June 2022 (2021: \$68.4 million surplus). The operating result includes a weak operating performance result for private hospitals and aged care due to the protracted COVID-19 outbreak, high workforce costs, and poor investment returns.

The ongoing impact of COVID-19 on St Vincent's and the healthcare industry is significant. The continued disruption of elective surgery, along with COVID imposts – such as additional personal protective equipment and increased labour costs – have had an impact on the group.

Throughout the year, St Vincent's Health's private hospitals continued to support the NSW, Queensland and Victorian governments at various times through partnership agreements as part of its response to the COVID-19 outbreaks.



The Ministry of Health in NSW provided funding of **\$70.8 million**

to SVH Sydney

St Vincent's Health's aged care division – St Vincent's Care Services – was also adversely impacted by COVID-19 during the year with pressure particularly on additional workforce costs. The group acquired three aged care facilities (PresCare) in October 2021 and opened a new residential aged care facility at Kew in Melbourne.

St Vincent's Health's public hospitals continued to support the containment of COVID and prioritise the health and safety of their communities. This included introducing visitor management, rolling out telehealth services, deferring elective surgery, reducing activity where necessary, working in partnership with our private hospitals as part of campus COVID-19 surge plans, and operating both fever clinics to perform COVID-19 testing and vaccination centres for staff and the broader public.

The Department of Health and Human Services in Victoria provided funding of \$140.3 million to St Vincent's Hospital Melbourne compensating it for lost revenue with direct and indirect COVID-19 costs also reimbursed. The Ministry of Health in NSW provided funding of \$70.8 million to St Vincent's Hospital Sydney compensating the hospital for lost revenue with certain direct and indirect COVID-19 costs also reimbursed.



Photo: Lisa Maree Williams/Getty Images



## Profit or loss.

	Statutory Group <sup>1</sup>		Managed Group <sup>2</sup>	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
Revenue	2,906,115	2,741,089	3,002,272	2,877,731
Other income	55,868	82,326	57,218	64,648
<b>Total revenue and other income</b>	<b>2,961,983</b>	<b>2,823,415</b>	<b>3,059,490</b>	<b>2,942,379</b>
Employment expenses	1,851,113	1,675,644	1,896,093	1,739,721
Goods and services	797,256	786,452	778,078	846,142
Finance costs	48,139	42,339	46,344	39,957
Depreciation and amortisation	176,052	147,685	184,075	156,006
Other expenses from ordinary activities	120,770	96,162	184,167	92,131
<b>Total expenses</b>	<b>2,993,330</b>	<b>2,748,282</b>	<b>3,088,757</b>	<b>2,873,957</b>
<b>Operating (deficit) / surplus</b>	<b>(31,347)</b>	<b>75,133</b>	<b>(29,267)</b>	<b>68,422</b>
Capital funding received	21,148	12,091	26,266	16,019
<b>Total (deficit) / surplus</b>	<b>(10,199)</b>	<b>87,224</b>	<b>(3,001)</b>	<b>84,441</b>
Other comprehensive income	17,147	6,424	17,214	3,591
<b>Total comprehensive income</b>	<b>6,948</b>	<b>93,648</b>	<b>14,213</b>	<b>88,032</b>

1. These figures have been extracted from SVHA's full consolidated financial statements, which are available on the Australian Charities and Not-for-Profits Commission website. The full consolidated financial statements were given an unqualified opinion by our auditors.

2. The managed group excludes St Vincent's Clinic, St Vincent's Clinic Foundation, St Vincent's Curran Foundation, Victor Chang and St Vincent's Institute. The managed group includes St Vincent's Private Hospital Sydney which is a partner in our health care mission. St Vincent's Private Hospital Sydney is managed on behalf of the Sisters of Charity.



## Balance Sheet.

	Statutory Group <sup>1</sup>		Managed Group <sup>2</sup>	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
Cash and cash equivalents *	337,706	248,089	337,453	249,144
Trade and other receivables	220,016	171,781	237,859	193,678
Inventories	40,446	36,321	44,331	40,686
Investments *	283,355	307,769	224,657	241,130
<b>Current assets</b>	<b>881,523</b>	<b>763,960</b>	<b>844,300</b>	<b>724,638</b>
Property, plant and equipment	1,664,474	1,578,882	1,684,908	1,550,726
Investment properties	306,794	300,012	303,844	298,502
Intangible assets	254,022	259,978	256,423	269,490
Investments *	146,125	150,407	75,709	81,967
Right-of-use assets	156,105	152,472	156,334	153,347
Other	41,445	31,662	41,424	63,502
<b>Non-current assets</b>	<b>2,568,965</b>	<b>2,473,413</b>	<b>2,518,642</b>	<b>2,417,534</b>
<b>Total assets</b>	<b>3,450,488</b>	<b>3,237,373</b>	<b>3,362,942</b>	<b>3,142,172</b>
Trade and other payables	435,769	375,355	422,790	353,793
Accommodation bonds and payables	708,924	589,935	708,924	589,935
Lease liabilities	16,981	14,880	17,112	15,577
Member loan	5,871	5,548	5,871	5,548
Borrowings	51,658	66,322	12,101	12,338
Provisions	428,641	404,659	429,505	412,917
<b>Current liabilities</b>	<b>1,647,844</b>	<b>1,456,699</b>	<b>1,596,303</b>	<b>1,390,108</b>
Payables	18,573	1,386	3,246	267
Lease liabilities	154,901	151,648	155,001	151,831
Member loan	95,068	93,301	95,068	93,301
Borrowings	271,500	275,499	271,500	275,499
Provisions	55,359	60,096	56,410	61,515
<b>Non-current liabilities</b>	<b>595,401</b>	<b>581,930</b>	<b>581,225</b>	<b>582,413</b>
<b>Total liabilities</b>	<b>2,243,245</b>	<b>2,038,629</b>	<b>2,177,528</b>	<b>1,972,521</b>
<b>Net assets</b>	<b>1,207,243</b>	<b>1,198,744</b>	<b>1,185,414</b>	<b>1,169,651</b>
	Statutory Group <sup>1</sup>		Managed Group <sup>2</sup>	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
<b>Consolidated cash flow statement</b>				
Net cash inflows from operating activities	230,813	215,622	229,302	207,040
Net cash outflows from investing activities	(219,348)	(57,253)	(232,850)	(76,288)
Net cash flow used in financing activities	78,152	(164,259)	91,857	(134,330)
Net increase / (decrease) in cash	<b>89,617</b>	<b>(5,890)</b>	<b>88,309</b>	<b>(3,578)</b>
* Combined cash and investments balances includes funds tied to specific purposes or held in trust and can only be spent accordingly. The analysis of cash and investments is as follows:				
Free	730,254	650,057	581,098	523,527
Tied	36,932	56,208	56,721	48,714
	<b>767,186</b>	<b>706,265</b>	<b>637,819</b>	<b>572,241</b>

1. These figures have been extracted from SVHA's full consolidated financial statements, which are available on the Australian Charities and Not-for-Profits Commission website. The full consolidated financial statements were given an unqualified opinion by our auditors.

2. The managed group excludes St Vincent's Clinic, St Vincent's Clinic Foundation, St Vincent's Curran Foundation, Victor Chang and St Vincent's Institute. The managed group includes St Vincent's Private Hospital Sydney which is a partner in our health care mission. St Vincent's Private Hospital Sydney is managed on behalf of the Sisters of Charity.

## Statement of Operations.

	Separations	Outpatient occasions of service	ED Presentations	Births	Theatre procedures	Cardiac catheters	Endoscopies	Beds	Headcount
The Mater	35,532	–	–	2,380	15,100	1,558	2,593	222	1,023
St Vincent's Private Toowoomba	19,899	–	17,261	767	9,029	1,146	3,128	182	816
St Vincent's Private Brisbane	6,012	20,603	–	–	1,298	–	–	139	486
St Vincent's Private Northside	34,619	–	12,513	–	10,324	3,229	9,263	227	1,205
St Vincent's Private Fitzroy	26,106	–	–	2,241	11,875	2,979	–	235	1,256
St Vincent's Private East Melb	17,198	–	–	–	12,677	–	–	149	492
St Vincent's Private Kew	6,825	–	–	–	6,772	–	–	41	152
St Vincent's Private Griffith	2,461	–	–	–	1,963	–	–	20	89
St Vincent's Private Werribee	5,069	–	–	–	3,627	–	–	67	163
St Vincent's Private Sydney	24,842	–	–	–	12,886	2,296	920	310	1,225
<b>St Vincent's Private Hospitals Total</b>	<b>178,563</b>	<b>20,603</b>	<b>29,774</b>	<b>5,388</b>	<b>85,551</b>	<b>11,208</b>	<b>15,904</b>	<b>1,592</b>	<b>6,907</b>
St Vincent's Health Network Sydney	41,110	1,602,669	46,799	–	5,883	2,543	1,999	480	4,357
St Vincent's Hospital Melbourne	68,932	198,232	49,798	–	10,157	1,954	4,806	780	7,642
<b>St Vincent's Public Hospitals Total</b>	<b>110,042</b>	<b>1,800,901</b>	<b>96,597</b>	<b>–</b>	<b>16,040</b>	<b>4,497</b>	<b>6,805</b>	<b>1,260</b>	<b>11,999</b>
St Vincent's Care Services Qld	1,207	–	–	–	–	–	–	1,443	1,931
St Vincent's Care Services NSW	674	–	–	–	–	–	–	653	731
St Vincent's Care Services Vic	356	–	–	–	–	–	–	435	568
St Vincent's Care Services Community	–	–	–	–	–	–	–	–	105
<b>St Vincent's Care Services Total</b>	<b>2,237</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>2,531</b>	<b>3,335</b>
SVHA Group Offices	–	–	–	–	–	–	–	–	330
<b>Total</b>	<b>290,842</b>	<b>1,821,504</b>	<b>126,371</b>	<b>5,388</b>	<b>101,591</b>	<b>15,705</b>	<b>22,709</b>	<b>5,383</b>	<b>22,571</b>

1. At St Vincent's Private Hospital Fitzroy, East Melbourne, Kew and Werribee, endoscopies are included in theatre procedures.
2. Aged Care Division's separations include respite residents and Independent Living residents.
3. Aged Care Division's bed numbers are residential aged care only and do not include Independent Living Units or Social Housing.
4. St Vincent's Health Network Sydney's outpatient data includes all occasions of services including radiology, telephone support, etc.
5. St Vincent's Health Network Sydney's theatre data excludes contracted care. The Network's bed data excludes Hospital in the Home and Virtual Hospital in the Home data.
6. St Vincent's Hospital Melbourne does not include imaging and pathology in its outpatient occasions of service.
7. St Vincent's Hospital Melbourne's data includes St George's Health Service, St Vincent's on the Park, Caritas Christi Hospice, Prague House, Berengarra, and SVHM-run vaccination clinics.
8. St Vincent's Health Network Sydney's data includes St Vincent's Hospital Sydney, St Joseph's Hospital, Sacred Heart Health Service and St Vincent's Correctional Health (SVCH). However, SVCH has only been included for the purposes of headcount. No corresponding activity is included.



# Our Locations.



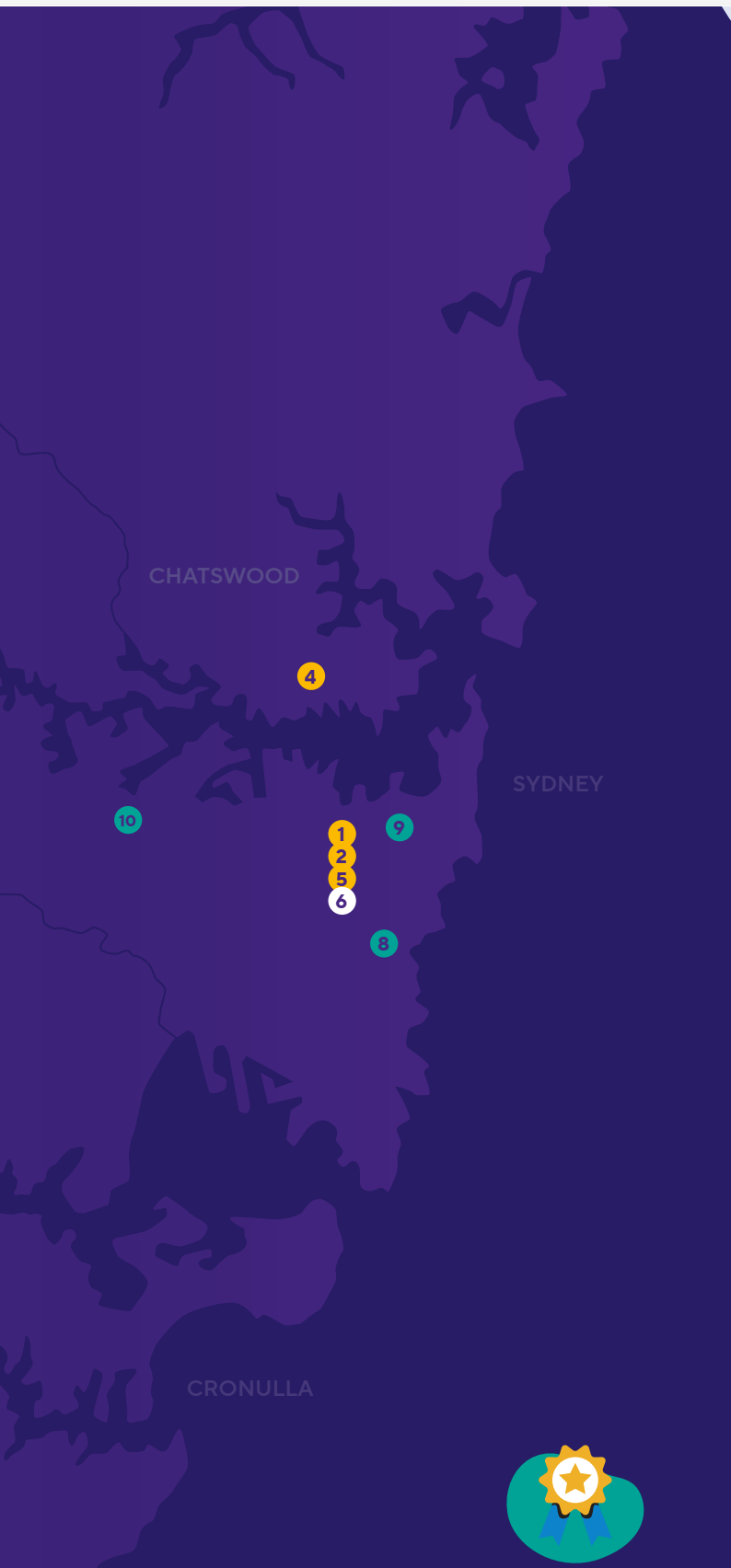
NSW  
● GRIFFITH    ● SYDNEY

AUBURN 3 7  
12  
YENNORA

11  
HEATHCOTE

13 GRIFFITH





## New South Wales (NSW)

● HOSPITALS ● CLINIC ● AGED CARE

### SYDNEY

- 1 ST VINCENT'S HOSPITAL SYDNEY  
390 Victoria St, Darlinghurst NSW 2010
  - 2 SACRED HEART HEALTH SERVICE  
170 Darlinghurst Rd, Darlinghurst NSW 2010
  - 3 ST JOSEPH'S HOSPITAL  
2A Normanby Rd, Auburn NSW 2144
  - 4 THE MATER SYDNEY  
25 Rocklands Rd, North Sydney NSW 2060
  - 5 ST VINCENT'S PRIVATE HOSPITAL SYDNEY  
406 Victoria St, Darlinghurst NSW 2010
  - 6 ST VINCENT'S CLINIC  
438 Victoria Street, Darlinghurst NSW 2010
  - 7 ST VINCENT'S CARE SERVICES AUBURN  
21 Alice St, Auburn NSW 2144
  - 8 ST VINCENT'S CARE SERVICES BRONTE  
363-367 Bronte Rd, Bronte NSW 2024
  - 9 ST VINCENT'S CARE SERVICES EDGECLIFF  
2-6 Albert St, Edgecliff NSW 2027
  - 10 ST VINCENT'S CARE SERVICES HABERFIELD  
7 Tillock Street, Haberfield NSW 2045
  - 11 ST VINCENT'S CARE SERVICES HEATHCOTE  
15 The Avenue, Heathcote NSW 2233
  - 12 ST VINCENT'S CARE SERVICES YENNORA  
1 Tara Close, Yennora NSW 2161
- ### GRIFFITH
- 13 ST VINCENT'S PRIVATE COMMUNITY HOSPITAL GRIFFITH  
41-45 Animoo Ave, Griffith NSW 2680

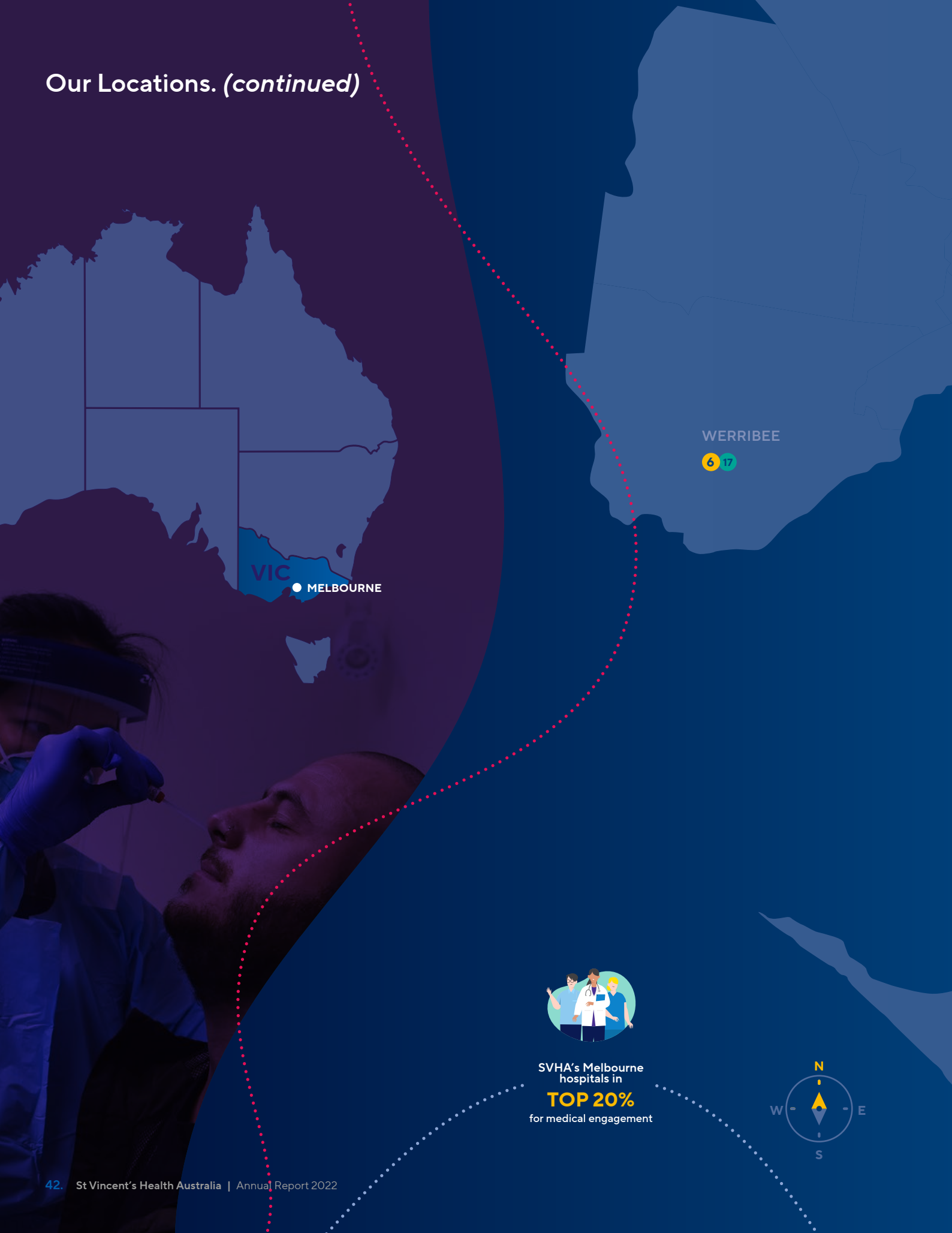


SVHA's private hospitals  
chosen by Medibank's  
customers as

**Best in Australia**

for 2nd year running

## Our Locations. (continued)



VIC ● MELBOURNE

WERRIBEE  
6 17



SVHA's Melbourne hospitals in  
**TOP 20%**  
for medical engagement







## Victoria (VIC)

● HOSPITALS ● PUBLIC AGED CARE ● AGED CARE

### MELBOURNE

- 1 ST VINCENT'S HOSPITAL MELBOURNE  
41 Victoria Parade, Fitzroy VIC 3065
- 2 ST VINCENT'S PRIVATE HOSPITAL FITZROY  
59 Victoria Parade, Fitzroy VIC 3065
- 3 ST VINCENT'S PRIVATE EAST MELBOURNE  
159 Grey Street, East Melbourne VIC 3002
- 4 ST VINCENT'S PRIVATE HOSPITAL KEW  
5 Studley Ave, Kew VIC 3101
- 5 ST VINCENT'S ON THE PARK  
11 Cathedral Place, East Melbourne VIC 3002
- 6 ST VINCENT'S PRIVATE HOSPITAL WERRIBEE  
240 Hoppers Ln, Werribee VIC 3030
- 7 ST GEORGE'S HEALTH SERVICE  
283 Cotham Rd, Kew VIC 3101
- 8 CARITAS CHRISTI PALLIATIVE CARE SERVICE  
104 Studley Park Rd, Kew VIC 3101
- 9 BERENGARRA  
283 Cotham Rd, Kew VIC 3101
- 10 ST GEORGE'S HEALTH SERVICE - AUBURN HOUSE  
98-100 Camberwell Rd, Hawthorn East VIC 3123
- 11 ST GEORGE'S HEALTH SERVICE - CAMBRIDGE HOUSE  
3 Cambridge St, Collingwood VIC 3066
- 12 ST GEORGE'S HEALTH SERVICE - RIVERSIDE HOUSE  
2 River St, Richmond VIC 3121
- 13 PRAGUE HOUSE  
283 Cotham Road, Kew VIC 3101
- 14 ST VINCENT'S CARE SERVICES KEW  
104 Studley Park Rd, Kew VIC 3101
- 15 ST VINCENT'S CARE SERVICES HAWTHORN  
4 King Street, Hawthorn East VIC 3123
- 16 ST VINCENT'S CARE SERVICES ELTHAM  
43 Diamond St, Eltham VIC 3095
- 17 ST VINCENT'S CARE SERVICES WERRIBEE  
240 Hoppers Ln, Werribee VIC 3030

## Our Locations. (continued)



● TOWNSVILLE

QLD

● SUNSHINE COAST

● TOOWOOMBA

● BRISBANE

● GOLD COAST

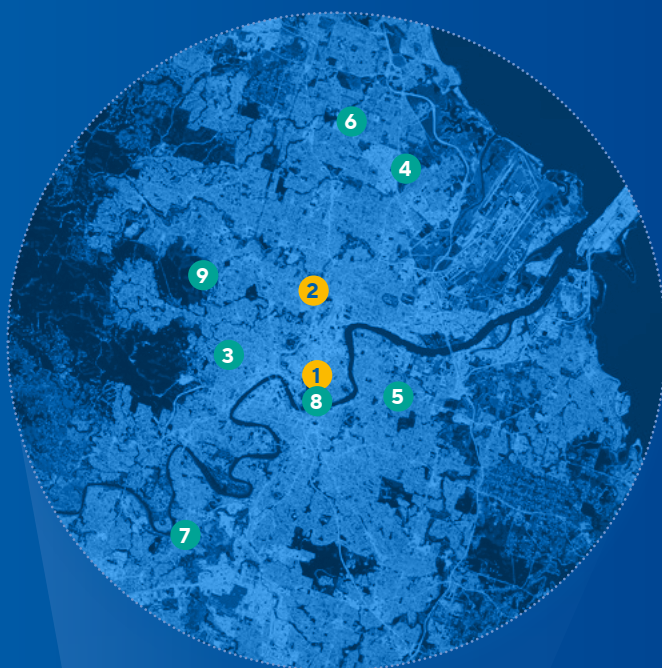
16

TOWNSVILLE



SVHA's QLD hospitals in  
**TOP 20%**  
for medical engagement





## Queensland (QLD)

● HOSPITALS ● AGED CARE

### BRISBANE

- 1 ST VINCENT'S PRIVATE HOSPITAL BRISBANE  
411 Main St, Kangaroo Point QLD 4169
- 2 ST VINCENT'S PRIVATE HOSPITAL NORTHSIDE  
627 Rode Rd, Chermside QLD 4032
- 3 ST VINCENT'S CARE SERVICES BARDON  
59 Main Ave, Bardon QLD 4065
- 4 ST VINCENT'S CARE SERVICES BOONDALL  
2141 Sandgate Road, Boondall QLD 4034
- 5 ST VINCENT'S CARE SERVICES CARINA  
141 Fursden Rd, Carina QLD 4152
- 6 ST VINCENT'S CARE SERVICES CARSELDINE  
736 Beams Road, Carseldine QLD 4034
- 7 ST VINCENT'S CARE SERVICES CORINDA  
20 Menin Rd, Corinda QLD 4075
- 8 ST VINCENT'S CARE SERVICES KANGAROO POINT  
411 Main St, Kangaroo Point QLD 4169
- 9 ST VINCENT'S CARE SERVICES MITCHELTON  
46 Church Rd, Mitchelton QLD 4053

### TOOWOOMBA

- 10 ST VINCENT'S PRIVATE HOSPITAL TOOWOOMBA  
22-36 Scott St, Toowoomba City QLD 4350
- 11 ST VINCENT'S CARE SERVICES TOOWOOMBA  
227 Spring St, Middle Ridge QLD 4350

### GOLD COAST

- 12 ST VINCENT'S CARE SERVICES SOUTHPORT  
32 Bauer St, Southport QLD 4215
- 13 ST VINCENT'S CARE SERVICES ARUNDEL  
101 Allied Dr, Arundel QLD 4214

### SUNSHINE COAST

- 14 ST VINCENT'S CARE SERVICES MAROOCHYDORE  
37 Baden Powell St, Maroochydore QLD 4558
- 15 ST VINCENT'S CARE SERVICES GYMPIE  
29/31 Bligh St, Gympie QLD 4570

### TOWNSVILLE

- 16 ST VINCENT'S CARE SERVICES DOUGLAS  
291 Angus Smith Dr, Douglas QLD 4814







ST VINCENT'S  
HEALTH AUSTRALIA

UNDER THE STEWARDSHIP OF MARY AIKENHEAD MINISTRIES