

Better and
fairer care.
Always.



ST VINCENT'S
Better and fairer care. Always.

UNDER THE STEWARDSHIP OF MARY AIKENHEAD MINISTRIES

**Key Performance
Highlights 2024**

Who we are

St Vincent's has been a leader in Australia's health and aged care landscape for more than 165 years.

What started with five Sisters of Charity who arrived in the colony of New South Wales in 1838 – and opened our first hospital in 1857 – is now a unique not-for-profit social enterprise that operates two major inner-city health networks in Melbourne and Sydney, 10 private hospitals, 26 aged care facilities, and a range of virtual and home care options across three states.

St Vincent's now comprises a team of over 30,000 people including employees, visiting medical officers (VMOs) and volunteers working from regional Queensland to Melbourne's western suburbs.

Each year across its services, St Vincent's has close to 2 million connections with patients and residents, including 1,300,000 outpatient appointments, 330,000 admissions, and 138,000 Emergency Department (ED) presentations.

Our integrated health innovation precincts in Sydney and Melbourne host globally-renowned medical institutes, all founded

by St Vincent's, including the Victor Chang Cardiac Research Institute, the Garvan Medical Research Institute, the St Vincent's Institute of Medical Research, the Aikenhead Centre for Medical Discovery, the St Vincent's Centre for Applied Medical Research, and the Nursing Research Institute.

Our services, clinicians and researchers have been behind some of Australia's most important medical breakthroughs. With more than 5,700 hospital, residential aged care and virtual beds, our public health networks are major referral centres for rural and regional communities. We provide specialised emergency and trauma services in inner-city Sydney and Melbourne, along with smaller EDs in metropolitan and regional centres. And we are known for our surgical capacity in all three states providing world-class services in heart and lung transplantation, orthopaedics, neurosurgery, cardiothoracics and cancer care. We are national leaders in palliative care, diabetes, genomic medicine, aged care and bio-medical engineering.

Underpinning everything we do is our mission to provide care, first and foremost, to people who are experiencing social inequality. Today, St Vincent's is a leading provider of services to people experiencing homelessness, people with alcohol and other drug dependence, people living with mental illness, First Nations peoples, and correctional health patients.

The St Vincent's promise to its people, patients, residents, partners, and the broader community is to provide better and fairer care, always.

It's the bar we set ourselves to make sure we are always delivering the care Australians need.

2 major public hospital networks

10 private hospitals

26 aged care facilities

6 co-located research institutes

3,172 hospital and virtual beds

2,537 residential aged care beds

30,000 people

2 million connections with patients and residents

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

Every person, whoever and wherever they are, is served with excellent and compassionate care, by a better and fairer health and aged care system.

Our values



Compassion

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



Justice

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



Integrity

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



Excellence

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

Key performance highlights

Preventable admissions

Older Australians make up **almost half of all potentially preventable hospitalisations**, with people living with dementia at significantly greater risk. St Vincent's Hospital Melbourne's newly implemented **Geriatrician in the Emergency Department (GED) program prevents hospitalisations among elderly people** by fast-tracking their care in the emergency department through early geriatrician assessment. It was found to enable **61 per cent of older emergency presenters** – who were initially planned for acute admission – to return home with supports of bed substitution, sub-acute, home, and community programs.



New partnership

In April 2024, St Vincent's Hospital Melbourne was announced by the Premier of Victoria as a **partner in a new consortium chosen to operate the North Richmond Medically Supervised Injecting Room**. As the tertiary hospital partner, we will provide our expertise in addiction medicine and support pathways to **care for vulnerable patients** who may not otherwise engage with a health service.

Our updated strategy

St Vincent's launched its refreshed organisational strategy which is built on taking a 'One St Vincent's' approach to the opportunities and challenges in our sector: harnessing our collective expertise, and operating more efficiently and effectively. We used the launch of our updated strategy to reintroduce ourselves to our trusted partners and the broader community with an updated look and a new way to describe St Vincent's: Better and fairer care. Always. This has seen us significantly grow our audiences and engagement across all platforms and channels.



Health equity funding

The St Vincent's Health Equity Program committed **\$1.1 million to support 14 health and aged care projects** benefitting socially complex and disadvantaged groups. Projects included funding for a dedicated mobile podiatry service for homeless people in inner Sydney; research into the shackling of prisoners receiving palliative care; and the funding of a community nurse to support women and children fleeing domestic violence in Brisbane.

Electronic Medical Record progress

St Vincent's Hospital Melbourne began vendor selection and project planning for the introduction of its **\$35.7 million Electronic Medical Record (EMR)** platform, funded by the Victorian Government. Meanwhile, the rollout of the Meditech EMR platform across all 10 St Vincent's private hospitals continued.



Increased employee engagement

The St Vincent's annual employee survey recorded **increased levels of engagement across the entire organisation**. We lifted participation in the survey by 5 per cent and our engagement overall rose from **68 per cent to 71 per cent nationally**. Importantly, we asked 28 questions and our scores improved in every single category, including employee and patient safety, employee pride, and trust in leadership.

Key performance highlights



Diversity recognition

St Vincent's Hospital Sydney was recognised as **Service Provider of the Year** by ACONS's Pride in Health and Wellbeing Index. This award recognises **St Vincent's ongoing commitment towards improving sexuality and gender diversity inclusion** across its health service.



Cyber security

After experiencing a cyber-attack in December 2023, **St Vincent's successfully completed its forensic investigation in January 2024** concluding there was no evidence that sensitive personal information had been stolen from its network or that any data had been posted on the dark web. Australia's National Cyber Security Coordinator described St Vincent's as an **"exemplar in collaboration...working around the clock with us to manage and limit the consequences of this incident."**

Australians of the Year

The co-directors of the Melanoma Institute of Australia, **Professor Georgina Long AO** and **Professor Richard Scolyer AO**, were named Australians of the Year for their work saving thousands of lives by developing an immunotherapy approach to treating melanoma. Professor Long has had a decade-long presence at St Vincent's Mater Hospital Sydney, particularly in setting up the melanoma clinical trials program at the hospital's Patricia Ritchie Centre for Cancer Care and Research. Many of the critical trials that have been initiated by Professors Long and Scolyer take place at the Patricia Ritchie Centre and on the Mater's McAuley Ward.



Key performance highlights

Hospitals' full accreditation

All six St Vincent's hospitals assessed under the **Short Notice Assessment Process (SNAP)** – a new testing framework introduced under the **National Safety and Quality Health Service (NSQHS)** standards – achieved full accreditation with minimal or no recommendations. SNAP can occur at any time within a hospital's three-year accreditation cycle with only 24 hours' notice. Meanwhile, our combined Net Promoter Score across our hospitals – a recognised measure of patient satisfaction – **reached 81 against a target of 80 (a score above 70 in healthcare is commonly regarded as exceptional)**, exceeding international benchmarks.



New construction

Capital activity continued across St Vincent's with the new **\$180m St Vincent's Private Hospital Fitzroy tower** beginning to offer expanded health services – with a grand opening scheduled for 2025 – and the **\$206m Aikenhead Centre for Medical Discovery**, also located at our Fitzroy campus, scheduled for completion in mid-2025. Other projects include the **\$140m Brenan Place health and life sciences development** under construction at St Vincent's Hospital Melbourne – a project between superannuation giant HESTA and property fund manager ISPT – and the St Vincent's Mater Hospital Sydney's new **\$43m palliative care centre**, both scheduled for completion in 2026.



Reduction in hospital-acquired complications

St Vincent's hospitals achieved a **12 per cent reduction in hospital-acquired complications (HACs)** nationally during the year. A HAC refers to a complication that takes place during a patient's stay which is unrelated to their admission and includes healthcare-related injuries or infections. For St Vincent's private hospitals, this equates to a **37 per cent reduction in complications over the last four years**.

Launched our new Nurse and Facility Leaders Program

We delivered our **first Nurse and Facility Leaders Program**, gathering more than 250 frontline leaders, across our hospitals and aged care facilities, in New South Wales, Victoria and Queensland. The focus of the program included leadership development, strategy co-creation, and the building of technical capabilities such as financial skills.

Transplant anniversary

The **40th anniversary of Australia's then youngest successful heart transplant** – carried out by Dr Victor Chang at St Vincent's Hospital Sydney – was celebrated at a gala event attended by the **Prime Minister Anthony Albanese**. To mark the occasion, St Vincent's announced it would host **Australia's largest ever National Heart Health Summit in 2025** along with establishing a National Heart Health Alliance. St Vincent's Hospital Melbourne also celebrated the **10th anniversary of its Heart Centre** during the year.



Key performance highlights

Groundbreaking TV documentary

The SBS documentary TV series *The Hospital: In the Deep End*, featuring food author **Melissa Leong**, actor **Samuel Johnson**, and TV host **Costa Georgiadis** aired nationally in June 2024. The three-part series was based at St Vincent's Hospital Sydney and captured the three stars working at the healthcare coalface alongside St Vincent's team members and their patients.



#1 with Medibank customers

St Vincent's private hospitals were **ranked first in Australia by Medibank customers for the fourth year running** as part of the health insurer's annual patient experience survey. St Vincent's private hospitals were **ranked first** by Medibank's overnight patient customers - against 12 other hospital groups - in six of the nine categories surveyed, and **didn't finish lower than third** in the three other categories.

Extraordinary volunteer

A media story about a **92-year-old St Vincent's Private Hospital Brisbane volunteer, Colin Apelt, went viral internationally**, showcasing the work of our 1,000 volunteers nationally. Colin manages a drinks trolley in the hospital's palliative care unit but it's his personal warmth and gentle manner that resonates with patients. Colin's story was viewed, shared and commented on by millions of people worldwide.



Successful negotiations

We successfully reached **new agreements with multiple private health funds** - including Medibank, HCF, Australian Health Services Alliance, and nib - which appropriately **recognised the rising costs** of providing private hospital care while **guaranteeing policyholders' continued access to our excellent healthcare**.

St Vincent's Care's occupancy result

In an extremely challenging environment, occupancy at St Vincent's Care residential and independent living sites **has been running at all-time highs**.

St Vincent's Strategy 2030

MISSION

Our mission is to **express God's love to those in need** through the healing ministry of Jesus.

VALUES

We deliver **person-centred care**, inspired by the Sisters of Charity, and underpinned by our values:

COMPASSION

EXCELLENCE

INTEGRITY

JUSTICE

We are especially committed to people who are poor or vulnerable.

Better and fairer care.
Always.

VISION

Every person, whoever and wherever they are, is served with excellent and compassionate care, by a better and fairer health and aged care system.

We will make unique contributions towards our vision in key arenas:



HEALTH EQUITY



CHRONIC CARE PLATFORMS



HEALTHY AGEING



VIRTUAL AND AT-HOME CARE



RESEARCH AND INNOVATION



HEALTH LEADERSHIP

PRIORITIES



ENHANCE OUR IMPACT

Continuously improve our care, enhancing positive impacts for our patients, people and planet.

- Enhance the safety, quality, experience, and equity of our care for patients and residents
- Enhance safety, wellbeing and experience for our people
- Ensure sustainable funding, value and growth
- Reduce environmental impact



CONNECT CARE

Work together, building 'One St Vincent's' capabilities and services to create the future of connected health and aged care.

- Enhance leadership, culture and capability
- Accelerate connected care innovation, supported by digitalisation and hospitals as hubs
- Enhance research translation, partnerships and precincts
- Build future-focused clinician and carer education and training pathways



TRANSFORM THE SYSTEM

Work with partners to shape a better and fairer health and aged care system.

- Lead system-wide solutions addressing equity, access and outcomes for priority populations
- Embed First Nations' voices and the principles of reconciliation
- Engage community in the future of health and aged care
- Build long-term partnerships for a better and fairer health system

Our locations



Our National Services

- Hospital in the Home (HITH)
- Residential In-reach Program
- GEM@Home
- Cancer@Home
- Pallcare@Home
- Rehab@Home
- Transition Care Program
- Domiciliary Allied Health
- Community Nursing and Post Acute Care
- Home Care Packages
- Telehealth and telemedicine
- THIS WAY UP
- HealthMonitor
- Commonwealth Home Support Program



New South Wales

Our public health hospitals and services

- St Vincent's Hospital Sydney
- Sacred Heart Health Service
- St Vincent's Correctional Health Parklea

Our private hospitals

- Mater Hospital, North Sydney
- St Vincent's Private Hospital, Sydney
- St Vincent's Private Community Hospital, Griffith
- St Vincent's Clinic

Our care services

- St Vincent's Care Haberfield
- St Vincent's Care Heathcote
- St Vincent's Care Auburn
- St Vincent's Care Bronte
- St Vincent's Care Edgecliff
- St Vincent's Care Yennora

Research

- Garvan Institute of Medical Research
- Victor Chang Cardiac Research Institute
- St Vincent's Centre for Applied Medical Research
- Nursing Research Institute

Foundations

- St Vincent's Curran Foundation
- Friends of the Mater



Victoria

Our public health hospitals and services

- St Vincent's Hospital Melbourne
- St Vincent's on the Park
- Caritas Christi
- St George's Health Service
- Berengarra
- Auburn House
- Prague House

Our private hospitals

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

Our care services

- St Vincent's Care Hawthorn
- St Vincent's Care Kew
- St Vincent's Care Eltham
- St Vincent's Care Werribee

Research

- The Aikenhead Centre for Medical Discovery
- St Vincent's Institute of Medical Research

Foundations

- St Vincent's Foundation (Victoria)



Queensland

Our private hospitals

- St Vincent's Private Hospital Northside
- St Vincent's Private Hospital, Brisbane
- St Vincent's Private Hospital, Toowoomba

Foundations

- St Vincent's Foundation Queensland

Our care services

- St Vincent's Care Bardon
- St Vincent's Care Boondall
- St Vincent's Care Carina
- St Vincent's Care Carseldine
- St Vincent's Care Corinda
- St Vincent's Care Kangaroo Point
- St Vincent's Care Mitchelton
- St Vincent's Care Toowoomba
- St Vincent's Care Southport
- St Vincent's Care Arundel
- St Vincent's Care Maroochydore
- St Vincent's Care Gympie
- St Vincent's Care Douglas (Townsville)

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