



ST VINCENT'S  
HEALTH AUSTRALIA

UNDER THE STEWARDSHIP OF MARY AIKENHEAD MINISTRIES

ANNUAL REPORT 2023

## Who we are

The history of Australian health and aged care is long and distinguished - filled with world firsts and world-leading care.

Tracing things back to the start, you'll find a chapter dedicated to five courageous and compassionate women, 'the Sisters of Charity' - the founders of St Vincent's.

Arriving in Australia in 1838 with a commitment to care for people who were marginalised and disadvantaged, they opened the first St Vincent's Hospital in NSW in 1857, followed soon by hospitals in Victoria and Queensland in partnership with governments and the Australian public.

From that day, their spirit - human compassion combined with clinical excellence - has been the foundation of all that St Vincent's does.

St Vincent's today is a unique not-for-profit social enterprise with a mix of public and private hospitals, cutting edge clinical research, virtual and home care, aged and palliative services, and community programs.

Our hospitals 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 transplantation, orthopaedics, neurosurgery, cardiothoracics and cancer care.

Our integrated health innovation precincts in Sydney and Melbourne house 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, and the Nursing Research Institute.

Underpinning everything we do is our commitment to serving people and communities who are at-risk of poor health outcomes.

The vision, commitment and inspiration of our founder, Mary Aikenhead, and the Sisters of Charity live on in us and the work we do.

## Our services

**2 major public hospital networks**

**13 public and private hospitals**

**26 aged care facilities**

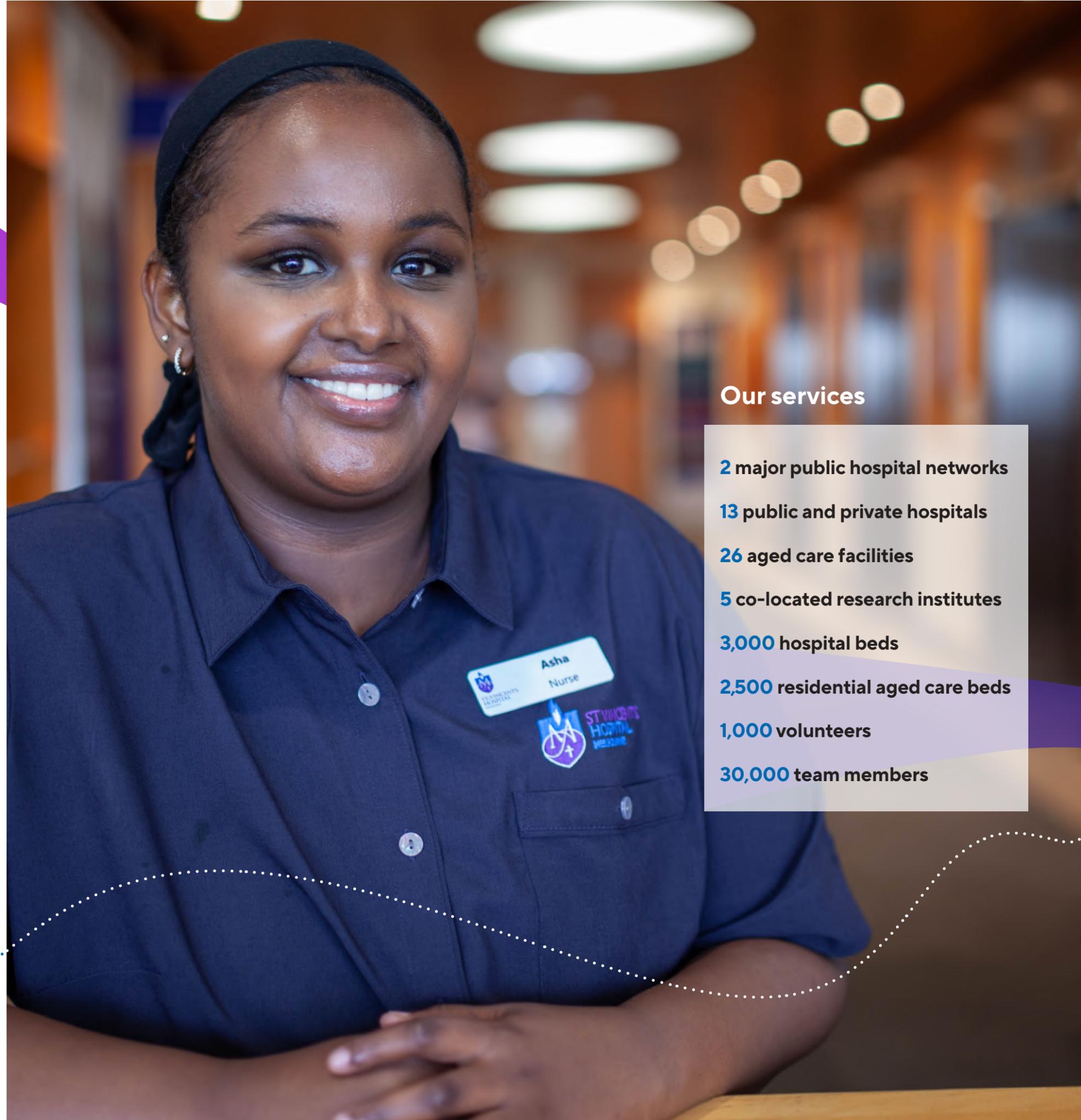
**5 co-located research institutes**

**3,000 hospital beds**

**2,500 residential aged care beds**

**1,000 volunteers**

**30,000 team members**





### 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.
- **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.

## Key Performance Highlights

### 1 .....

St Vincent's develops a new organisational-wide strategy to enhance its impact, deliver truly connected care, and help transform Australia's health and aged care system.

### 2 .....

St Vincent's Hospital Melbourne opens their new Rapid Access Hub and reduces surgery waitlists by 650 people in just five months.

### 3 .....

St Vincent's Care begins plans to open the Lilian Cooper Specialist Secure Unit – a service to provide secure support for frail prisoners who require specialist, high-level palliative or nursing home care – at its Kangaroo Point site.

### 4 .....

St Vincent's Hospital Melbourne opens Victoria's first Mental Health and Alcohol and Other Drug Hub in its Emergency Department to provide safe care for people experiencing mental health and alcohol and other drug emergencies.

### 5 .....

St Vincent's Hospital Sydney opens its new state-of-the-art, hybrid trauma operating suite, which includes advanced RAPTOR (Resuscitation with Angiography, Percutaneous Techniques and Operative Repair) technology.

### 6 .....

St Vincent's private hospitals are ranked first in Australia by Medibank customers for the third year running.

### 7 .....

The St Vincent's Health Equity Program commits nearly \$4 million to support 39 health and aged care projects benefitting at-risk and disadvantaged groups.

### 8 .....

St Vincent's Hospital Melbourne celebrates its 130th birthday. St Vincent's Private Hospital Werribee marks its 5th anniversary.

### 9 .....

Extraordinary St Vincent's research achievements: from 3D-printed skin to potential treatments for multiple myeloma and a game-changing Alzheimer's breakthrough.

### 10 .....

The St Vincent's Sydney campus is officially recognised as a Health Innovation Precinct by NSW Health.

### 11 .....

Growth of St Vincent's Virtual and Home: St Vincent's now delivers more than 180,000 physical and 250,000 digital episodes of in-home care each year, freeing up to 200 hospital beds.

### 12 .....

St Vincent's Private Hospital Toowoomba opens its new \$8 million Intensive Care Unit.



## CEO, Chairman, and Trustee

### **In 1857, when the loose collection of Australian colonies were in a turbulent period of change, the first St Vincent's hospital was founded by the remarkable Sisters of Charity.**

Independent, innovative, compassionate, and courageous, the Sisters – informed by their mission to express God's love through the healing ministry of Jesus – were committed to providing the very best health care wherever they saw the need, particularly to the most marginalised and disadvantaged in society.

It's this spirit that still guides St Vincent's today. But while those core values – compassion, excellence, justice, and integrity – remain the same, the health and aged care system and the society it supports, are radically different.

In a rapidly transforming world, our challenge is to adapt and help shape the health and aged care system so that we can best respond to change, now and in the future. Not just for ourselves and the people and communities we serve, but for all Australians.

Over the last 12 months, as our nation's health and aged care system re-emerged from the enormous tests of the COVID-19 pandemic, St Vincent's began developing a new long-term vision, both for a system that meets these challenges and for its place in it.

The planning and development of this new strategy has been the major undertaking for St Vincent's over the last 12 months; a backdrop to our daily efforts to provide the excellent and compassionate care for which our health and aged care services are renowned for.

As a microcosm of the country's complex and highly specialised health and aged care system, St Vincent's is uniquely placed to be at the forefront of the changes taking place around us.

From that first hospital over 165 years ago, we now boast two major inner-city health networks in Melbourne and Sydney, 13 private and smaller hospitals, 26 aged care facilities, and a range of virtual and home care options. We are also the cornerstone of five of Australia's leading medical research institutes. We have a team of close to 30,000 dedicated and talented people working in their areas of expertise, from Townsville in Queensland to Werribee in Victoria.

And while we have a large presence in the country's three biggest cities, our reach extends into regional areas too, where we can provide the very best health and aged care to people who need it, without asking them to travel far from home – or, thanks to virtual care, leave home at all. This reach means we provide nearly 1 million outpatient appointments, receive 300,000 hospital admissions, and experience 132,000 emergency department presentations every year.

While governments continue to support health and aged care in Australia to the best of their ability, we know there is no magic

pot of gold. Healthcare, particularly at the acute end, is increasingly expensive; and we are caring for an ageing population with ever more complex needs. As a result, the system is overburdened and, particularly since the COVID pandemic, we have felt the full effects of that constant strain.

But we never want economic considerations to compromise the care we give, particularly to those who are most vulnerable. This means we need to make the health and aged care we provide sustainable while keeping the compassion and humanity that is the hallmark of St Vincent's at the very centre of everything we do.

We're committed to sustainability in other ways. Our new strategy commits St Vincent's to becoming a low-carbon, climate-resilient health and aged care provider with Net Zero emissions. We are already on that pathway, aiming for a waste diversion rate of 30% by 2030 – with an interim target of 20% by 2026 – for all our sites.

Fortunately, innovation is in our DNA. St Vincent's has already begun the journey – in line with our new strategy – to adapt to the way health and aged care will look in the future, in partnership with governments and other leading organisations. We see an opportunity to change the way we operate, to use our resources more effectively, to partner more efficiently, and continue to be at the forefront of health and aged care and innovation now and into the future.

For example, while there will always be the need for the kind of high-end care that St Vincent's is famous for, traditional hospitals are increasingly places of change. Medical science and technology are moving at such a swift rate that health and aged care in the near future will begin to look very different from what it is today.

People want service to be personalised, affordable, effective, and online – when and where they need it – as much as possible, including in their homes. We know that innovations such as personalised medicine and Artificial Intelligence will radically alter the delivery of healthcare, opening up

both challenges and exciting new possibilities for the treatment and prevention of health issues.

Under our new strategy, St Vincent's will adapt so that we can enhance our impact by continuously improving our care; by connecting care across the St Vincent's organisation – between our public and private hospitals, our aged care, and our virtual and home care services – while providing the most inclusive place to work, develop and contribute. At the same time, we'll work with our partners to shape a better and fairer health and aged care system that improves access and outcomes for the most marginalised in our community.

By using our facilities, skills, and expertise more effectively, we can ensure that the care our people provide is the best in the world. We will continue to attract and retain the most brilliant minds to keep finding answers to health and aged care's most perplexing problems, and do so with the care and compassion that's synonymous with St Vincent's.

In this way, we can better share our expertise, learn from and with each other, and collaborate with colleagues around the world. The biggest winners from all of this are the hundreds of thousands of people who receive our care each year.

But to achieve our ambitions we know we need a solid and sustainable financial base.

That's why – in response to a weaker than desired 2023 operating performance result for our hospitals – St Vincent's has introduced strategies to boost growth in our private hospitals, including by forging stronger working partnerships with private health funds, attracting and retaining talented specialists, and fostering deeper relationships with GPs and other primary care providers. We have invested in excess of \$300 million in our private hospitals over the current building cycle to create that platform for growth.

We are also committed to reducing our reliance on agency staff – in our aged care services as well – by addressing staff turnover and enhancing our reputation as an employer of choice.

At the same time, our public hospitals continue to work with state governments and other key stakeholders to ensure that their funding adequately reflects the true value they provide the community, both now and in the future.

Like the Sisters of Charity, we have always combined courage with compassion to both push for change and change minds, and you will find many examples of this commitment throughout this year's annual report.

From the almost \$4 million St Vincent's self-funded over the last 12 months to drive new services and research projects for the benefit of at-risk populations, through to our 'whole of organisation' commitment to tackling modern slavery, and our partnerships with governments and other organisations to deliver drug and alcohol services, homeless health, mental health, and correctional health programs, our mission to serve the health and aged care needs of Australians living at the margins is core to everything we do.

As we approach 2024 and the rollout of our new strategy across the whole of St Vincent's, we will combine cutting-edge technology with strong leadership and our most brilliant minds to map the way forward into the health and aged care future.

We know we can do this because St Vincent's has transformed itself before, many times. The Sisters of Charity were experts at reinvention because our Mission depended on it.

We have already started this process, but now is the time to accelerate it to ensure we remain at the forefront of all aspects of health and aged care and continue to be an organisation that finds solutions to some of Australian society's most pressing problems.

And like the Sisters of Charity all those years ago, we will deliver the best possible health and aged care with compassion, excellence, justice and integrity, in the most efficient way possible, and always with the unique St Vincent's care for those who need our help the most.



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

While everything St Vincent's does is a reflection of our Mission to "express God's love to those in need through the healing ministry of Jesus", the chief way is by making sure our health and aged care services are accessible to people who need them most.

That means prioritising support to population groups with health vulnerabilities including: people experiencing mental illness, people experiencing homelessness, people experiencing problems with their alcohol and drug use, prisoners, and First Nations peoples.

Our commitment to these population groups reflects the spirit and purpose of our founders – the Sisters of Charity – who were committed to providing the very best health care wherever they saw a need, particularly to the most marginalised and disadvantaged in our society.

One of the principal ways St Vincent's demonstrates its commitment to its Mission is by self-funding – independent of governments – services and research for the benefit of at-risk population groups through its Health Equity Program (HEP). During 2023, the St Vincent's HEP supported 39 projects through the distribution of \$3.86 million worth of grants including:

- Contributing to the establishment of a new service in Brisbane – in partnership with Queensland Health and Queensland Corrective Services – known as the Lillian Cooper Specialist Secure Unit, to provide support for frail prisoners who require specialist, high-level palliative or nursing home care which can't be provided either in a correctional or general health setting.
- The development of a technology dashboard in St Vincent's Melbourne's Emergency Department to enable better identification of patients requiring multi-disciplinary care.

- A new approach to improve identification, health access, and safety outcomes for patients in St Vincent's mental health services who are experiencing domestic and family violence.

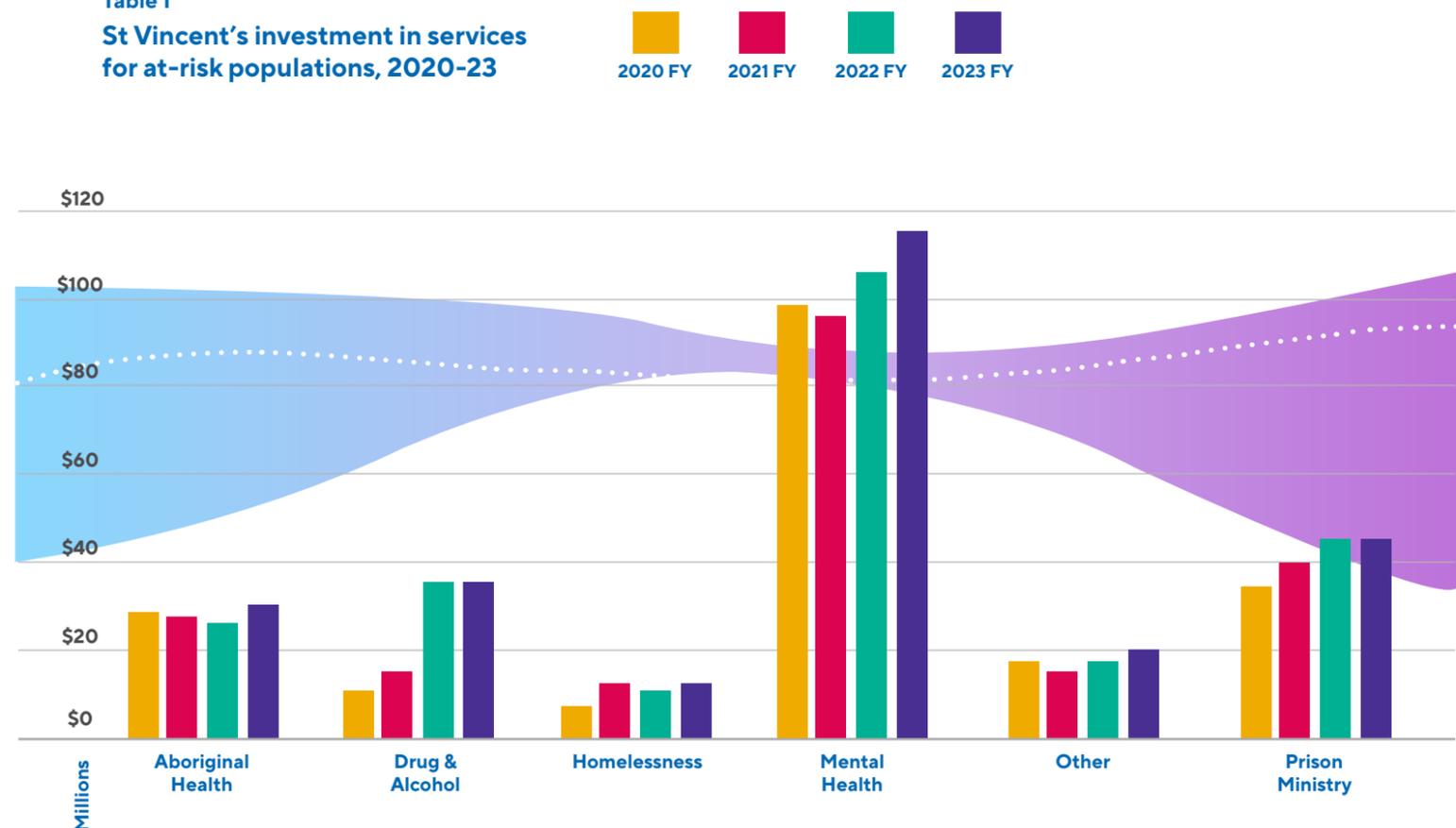
- Developing and evaluating a new integrated model of care for the healthcare needs of people when released from prison, in partnership with Brisbane's Micah Projects.

Three of the research projects funded by the HEP are covered in the Research section of this Annual Report.

Since the commencement of the HEP (previously known as the Inclusive Health Program) in 2015, St Vincent's has distributed just over \$28.9 million in total, supporting 244 separate initiatives.

When combined with other sources of funding (eg: Commonwealth and State Governments, philanthropy, etc), St Vincent's investment in services and activity for at-risk populations in the financial year totalled almost \$251 million, an increase of 6.6% on the previous financial year (see Table 1).

**Table 1**  
St Vincent's investment in services for at-risk populations, 2020-23



It should be noted that this does not capture the full extent of the care and investment St Vincent's and its supporters made during the year to marginalised individuals and communities, including voluntary hours, and gifts of services and goods (eg: medical supplies).

One of the main ambitions of the HEP is, by funding pilots and projects that demonstrate significant benefit and improved health outcomes for at-risk people, to develop an evidence base for advocacy to governments, policymakers, and other stakeholders that encourages the building of long-term partnerships to sustain the initiative long-term.

An example of this process in action is the HEP's funding for Lived Experience Worker(s) – LEWs – in St Vincent's Melbourne's Department of Addiction Medicine (DoAM) and its residential withdrawal service, DePaul House.

A common experience of at-risk people in mainstream healthcare settings is sometimes feeling like their unique challenges aren't understood by staff, no matter how sensitive and professional an effort is made.

As a result, many at-risk people feel like they're not 'heard', don't receive the support they need, and prematurely disengage from healthcare.

One way health services can better cater to the needs of people with health vulnerabilities is by engaging LEWs – people who have encountered the same issues as the patients and clients they support – to help them navigate the system.

The role of LEWs at Melbourne's DoAM includes supporting patients in their general recovery, participating in relapse prevention groups, client advocacy, providing psychosocial and emotional supports, ward round liaison for inpatients, and conducting community follow up for outpatients.

The HEP funded 1.4 LEW positions at DePaul House over a period of 18 months, a first for St Vincent's Hospital Melbourne's addiction medicine team (LEWs are increasingly common in community health settings, not in tertiary hospital environments). The initiative has now been expanded to two LEW roles thanks to funding from the Victorian Government.

Over their time at DePaul House, the LEWs have supported more than 500 clients/patients and been involved in more than 1,500 instances of care.

The Mission team's Reconciliation portfolio leads St Vincent's efforts to embed reconciliation in its daily work and raise awareness and support of its commitments under its Reconciliation Action Plan (RAP). During the year, the Mission team began the intensive process of developing the organisation's next RAP, for the period 2024-2027.

To make sure the next RAP reflects the design input and investment of as many St Vincent's team members as possible, consultations have been held across the organisation – with both Aboriginal and Torres Strait Islander and non-Indigenous team members and from a cross-section of roles, work sites and states – and will continue until the end of 2023.

Also during the year, St Vincent's announced its official position in support of a 'Yes' vote in the Referendum on altering the Constitution to establish an Aboriginal and Torres Strait Islander Voice to Parliament (The Voice).

The St Vincent's statement in support of the Voice said:

**“We believe that an Aboriginal and Torres Strait Islander voice enshrined in the Australian Constitution, and the establishment of a Makarrata Commission – a body to oversee a process of truth-telling, recognition, awareness of past injustices and their continued impact, and a framework for treaty-making – are the best ways to both make significant steps towards reconciliation while also delivering practical benefits to Aboriginal and Torres Strait Islander peoples and communities.”**

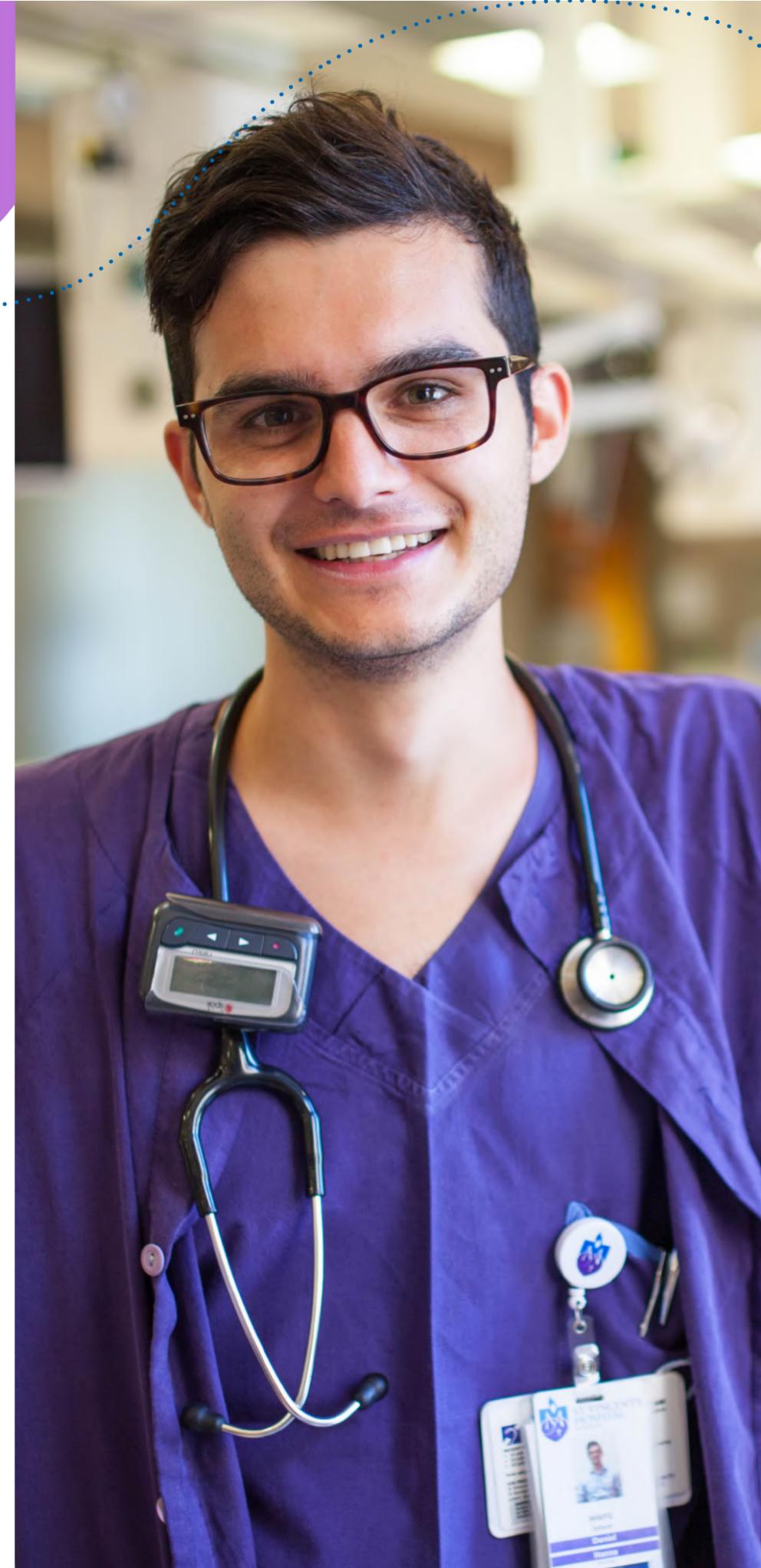
While disappointed at the outcome of the Voice referendum, St Vincent's is committed to working with other organisations to deliver sustained and just health and wellness outcomes for Aboriginal and Torres Strait Islander peoples.

Finally for 2023, the Mission's Ethics and Formation team coordinated an organisation-wide review of our clinicians' experience of ethics.

We discovered that while we have many examples of best practice in ethics, there's important work for us to do to improve our clinicians' and patients' experience overall.

In June 2023, the St Vincent's Board approved a new clinical ethics policy, and the Mission team is now responsible for working with the leadership across facilities and divisions to educate and train team members on its details.

The new policy aims to bring to life the St Vincent's Code of Ethics while reminding staff that the document is designed to inform clinical decision-making, not replace it.





## St Vincent's Hospital Melbourne

**As Victoria moved into the recovery stage of the COVID-19 pandemic, St Vincent's Hospital Melbourne played its part supporting the state plan to deliver the best health for Victorians. St Vincent's Melbourne implemented new initiatives to meet surgical targets and reduce waitlists, extended care beyond the hospital's walls, and continued to support the community's most at-risk.**

### Surgical excellence

Following planned surgery delays during the pandemic, the St Vincent's Melbourne neurosurgery and orthopaedic teams undertook surgical blitzes and delivered care to some of the hospital's longest waiting patients.

As a result, 32 planned neurosurgery patients were treated over two weeks and 52 elective patients were treated as part of the orthopaedic surgery blitz week, including 20 robotic joint replacements (around 14 more than would typically occur in one week).

Separately, the first patients underwent surgery at the hospital's new Rapid Access Hub based at St Vincent's Hospital on the Park in February 2023. The Rapid Access Hub is a day surgery service supporting St Vincent's to undertake more procedures for patients who had care and treatment postponed due to the COVID-19 pandemic.

One of seven funded by the Victorian Department of Health, the Hub comprises two surgical theatres and one endoscopy theatre, with plans to grow this throughout 2023-24. Protected from less predictable emergency work, the Hubs perform low complexity and high-volume procedures. When fully operational, the St Vincent's Hub will treat up to 7,000 patients annually.

The impact of this focussed effort has been significant, with the hospital's surgery waitlists – which peaked at 2,493 in December 2022 – decreasing by more than 650 patients by mid-2023.

Further confirming St Vincent's Hospital Melbourne's leading reputation for surgical excellence, this year saw the arrival of the Synaptive Modus V, a robotic exoscope, and the first installed in an Australian public hospital.

Surgery on the brain can take between five and 16 hours or more. Using the robotic exoscope – which was generously supported by a \$170,000 donation from the St Vincent's Foundation – surgeons have the ability to move the robotic arm of the device with ease, using voice commands to gain access to more challenging views. This permits the surgeon to maintain an ergonomic position throughout the procedure, while minimising time spent changing their visual perspective, all of which is less physically taxing and helps maintain focus.

As a prominent education hub for medical advancement, St Vincent's Melbourne is proud to be a global teaching site for the Asia-Pacific region in the use of this advanced robotic visualisation technology.

### Statewide care

Increasingly, technology is allowing hospitals to extend their services well beyond their sites and immediate catchment areas to the outer metropolitan fringe and regional areas.

St Vincent's Melbourne's haematology team has been focused on addressing areas of unmet medical need in regional and remote areas – including novel therapies in clinical trials – during the year. Currently, 38 per cent of St Vincent's Melbourne's haematology trial patients are from rural Victoria and 2 per cent are from interstate. Three satellite and tele-trial sites have been established in Shepparton, Warrnambool, and Launceston (Tasmania) to support patients in these areas with access to haematology care.

St Vincent's Melbourne and Goulburn Valley Health (GVH) partnered on a three-year, Department of Health-funded program, to improve senior medical staffing in the regional hospital's ICU. Four GVH ICU specialists are seconded to St Vincent's Melbourne one week in four. This has led to a number of positive outcomes including a stable senior critical care workforce in the Shepparton hospital, a reduction in the use of locums, exposure to tertiary critical care for regional clinicians, and opportunities for GVH staff to virtually attend St Vincent's Melbourne's education programs.

Meanwhile, St Vincent's Melbourne's cardiology team has increased partnerships

with regional referral centres by signing a Memorandum of Understanding (MoU) with GVH to provide priority access to the hospital for its cardiac patients. A similar MoU is in negotiation with Sale Hospital.

St Vincent's cardiologists are also running weekly clinics at GVH while its medical registrars attend Sale Hospital; helping in the establishment of a cath lab at Albury Wodonga Health, with senior cardiologists and cardiac surgeons supporting care; establishing a cardiology unit at Werribee Hospital; and hosting two cardiologists from Bendigo Hospital to facilitate hospital links.

Separately, the hospital's state-wide Hepatitis Program reached the milestone of commencing more than 3,340 hepatitis C treatments for people in Victorian prisons.

And in collaboration with the Department of Health, Safer Care Victoria, Albury Wodonga Health and Austin Health, St Vincent's Melbourne supported the colonoscopy recall program – a statewide effort to support 2,000 patients in the state's north-east – by providing 241 patients with specialist review and colonoscopies.

### At-risk populations

More than one-quarter of Victoria's Emergency Department (ED) presentations by people experiencing homelessness take place at St Vincent's Hospital Melbourne.

St Vincent's Melbourne's Better Health and Housing Program (BHHP) provides

secure and safe accommodation for people experiencing chronic homelessness and associated poor health.

The program began with 15 beds at Sumner House in Fitzroy in September 2022, providing safety and accommodation for people experiencing homelessness who had COVID-19. The BHHP has since evolved to offer 20 beds with a focus on providing an integrated health and homelessness service, reflecting the difficulties people in this situation can experience accessing stable housing and maintaining good health.

Delivered in partnership with Homes Victoria, Launch Housing, and The Brotherhood of St Laurence, BHHP staff support residents over three to six months, working closely with them to address identified goals related to health, housing and broader life domains.

Another major development during the year was the launch of the hospital's Mental Health and Alcohol and Other Drug (MHAOD) Hub – the first of its kind in the state and one of six funded by the Victorian Government.

The MHAOD Hub is a purpose-built service based within the hospital's Emergency Department (ED). It provides a safe and supportive space for the 6,800 people who present each year with mental health and alcohol and other drug emergencies.

Historically, patients with mental health and alcohol and other drug emergencies can

wait extended times for care in the ED. The loud noises and activity synonymous with this area of the hospital mean they are in an environment that is not always conducive to their healing.

With the new MHAOD Hub, patients are seen by a doctor in a shorter time and have a reduced length of stay. The environment is also intentionally calming, comfortable, secure and safe, and away from the often busy and stressful ED setting.

The Hub – which won a Victorian Public Healthcare Award in the 'Excellence in mental health and wellbeing' category – has created capacity for an extra 20 patients to be seen daily in St Vincent's Melbourne's ED, representing a 15% increase, which in turn supports more timely care for all ED patients.

### International endorsement

Finally, St Vincent's Hospital Melbourne was once again named in Newsweek's World's Best Hospitals list, this time for 2023, placing sixth in Australia and 208th in the world.

More than 2,300 hospitals, across 28 countries, are ranked according to recommendations from medical experts, results from patient surveys, hospital quality metrics and Patient Recorded Outcome Measures (PROMs) implementation surveys.

## St Vincent's Health Network Sydney

The past year for St Vincent's Health Network Sydney (SVHNS) has been one characterised by COVID recovery – as it has been for Australia's entire health and aged care system.

Having wound down all of the Network's COVID testing sites and vaccination clinics – including Sydney's largest testing site at Bondi Beach – St Vincent's focussed its efforts on achieving elective surgery access targets and delivered above 2018-2019 activity levels by utilising contracted care models, increasing theatre capacity, developing 23 hour clinical pathways, and short stay models.

In a period of change and consolidation, the Network also said goodbye to its longstanding CEO, A/Prof Anthony Schembri AM, and welcomed its new leader, Anna McFadgen.

### Surgical excellence

At the start of the financial year, St Vincent's opened its new state-of-the-art, hybrid trauma operating suite, known as RAPTOR (Resuscitation with Angiography, Percutaneous Techniques and Operative Repair), providing a one-stop-shop for treating the most critical trauma patients.

As one of inner Sydney's busiest trauma centres, St Vincent's Emergency Department sees upwards of 42,000 presentations every year, with around 300 of those patients presenting with acute multi-trauma and life-threatening conditions.

For these patients, the time required to diagnose and then proceed to treatment and surgery can be the difference between permanent physical and/or neurological damage, and even life or death.

To enhance the hospital'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 the new state-of-the-art, hybrid trauma operating suite.

The new hybrid theatre allows surgical teams to provide more non-invasive interventions, with technology that allows the scanning and imaging of the body while in surgery. The imaging technique is supported by surrounding monitors, and importantly, the theatre is equipped with a control room to guide the surgical team in situ.

The theatre space is designed to allow for multiple teams to be working at the same time, meaning patients don't need to be moved about the hospital for diagnostics and other treatments, saving precious time in those critical first few hours following serious trauma or injury.

### LGBTQIA+ community

Since the early 80s and the advent of the HIV/AIDS crisis, St Vincent's in Sydney has had a long history of close partnership with the city's LGBTQIA+ community in support of its health and well-being.

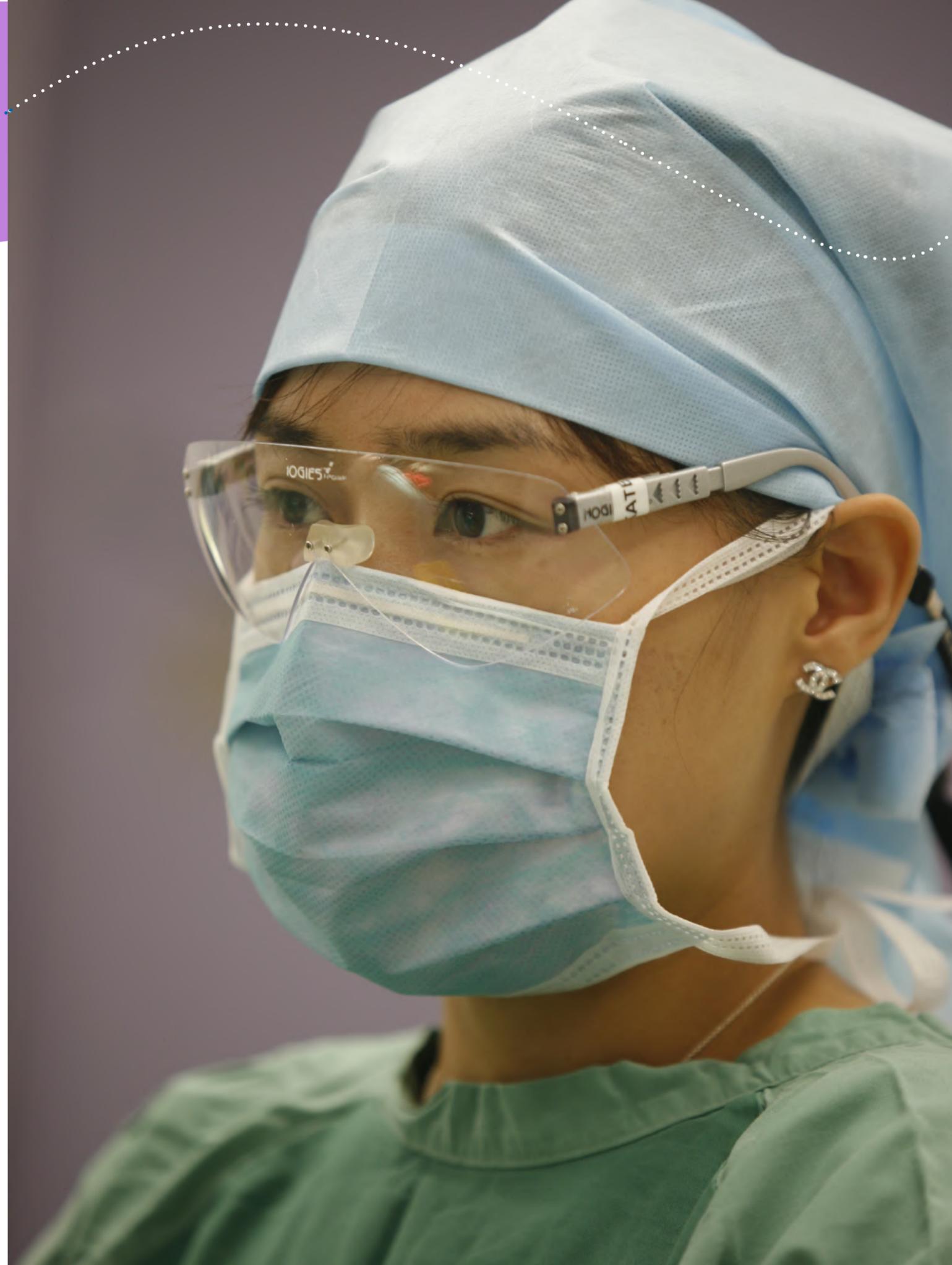
The last year saw several St Vincent's initiatives that added new chapters to this heritage of care.

In mid-2022, NSW Health called on St Vincent's to open a new monkeypox (MPOX) vaccination centre after the arrival of the virus in Australia, an event described as being of 'national significance' by Australia's Chief Medical Officer, Paul Kelly.

The disease – which is at a higher risk of transmission among gay and bisexual men (cis and trans) with multiple or casual sexual partners, or anyone who has sex with these men – was identified as a priority given the impending international World Pride event in Sydney in February 2023.

It also became a major focus of St Vincent's and its pop-up Pride Health Hub, launched to lead Sydney's preparations and readiness to address the health needs of World Pride attendees – offering free MPOX vaccinations, sexual health and HIV checks – after 80,000 visitors descended on the city, most based in areas adjacent to the hospital's Sydney campus.

Another initiative during the year was the launch of St Vincent's Sydney's Sexuality and Gender Diversity Strategy for Continuous Improvement, designed to make sure the Network delivered care that is driven by equity, and with a sense of belonging and inclusivity for all sexually- and gender-diverse people, as well as staff.



## At-risk populations

Building on its award-winning Flexiclinic initiative in its Emergency Department (ED) which prioritises the care of First Nations attendees to reduce rates of premature disengagement with health services, St Vincent's commenced a new Chronic Care Service for Aboriginal and Torres Strait Islander patients.

The service supports First Nations patients living with chronic health issues including cardiac disease, cancer, renal disease, diabetes, and lung disease. Support is also available to Indigenous patients with other complex conditions affecting their health including mental illness, substance use, and homelessness.

Within the service, an Aboriginal Chronic Care Coordinator provides hands-on management of each patient's care, including health coaching, connecting care, and providing cultural support to patients as necessary.

Another initiative to prioritise the needs of at-risk population groups was the establishment of a new walk-in Home and Housing Clinic with local housing services partner, Neami National and its Way2Home program.

The service, which includes Peer Support Workers and Aboriginal Health Workers, is a fortnightly, no-appointment-necessary clinic at Green Park, across the road from the St Vincent's Darlinghurst campus.

Run out of St Vincent's Sydney's Integrated Care Mobile Clinic, the initiative is designed to not just meet the immediate health needs of attendees, but by catering to their housing and other issues, end street sleeping altogether.

Finally, St Vincent's Sydney has operated a multi-disciplinary, pop-up Eating Disorders Clinic on its campus for the last two years – treating people who present with another condition but are identified as requiring additional support for an eating disorder – but thanks to funding from NSW Health, commenced a new dedicated Eating Disorders Outpatient Clinic during the year.

It's believed that a quarter of people with an eating disorder present at a health service for an unrelated reason, while another quarter present with mental health concerns.

The permanent clinic is targeting this cohort: people who are falling through the gaps, or who aren't engaged with dedicated professional help, for their disordered eating.

## Extraordinary firsts

St Vincent's is, of course, as famous for its clinical excellence as it is for its compassionate care.

**During the year, St Vincent's researchers became the first in the world to identify the biomarker for Long COVID, particularly in relation to cognitive impairment. This discovery facilitates improved monitoring and the development of targeted drug treatments.**

The study assessed the prevalence, natural history, and cause of long COVID cognitive impairment and function, specifically in unvaccinated patients, following mild to moderate virus infection.

Researchers found that almost half of the study's participants experienced cognitive impairment at least once during the 12 months they were under examination, with up to 26 per cent presenting with impairment to such an extent that it impacted their capacity for returning to work.

Measured at two, four and 12 months post COVID-19 infection, there was prolonged activation of the Kynurenine Pathway in patients experiencing cognitive difficulties. Moreover this elevation – normally associated with brain injury – was detected with no other blood abnormalities and an absence of pre-existing mental health issues, medical comorbidities, or other respiratory dysfunction that could otherwise cause impairment.

Based on these findings, the team were able to determine the unique biomarker – associated with Kynurenine Pathway activation – as the likely cause for cognitive decline in people with Long COVID.

And in an Australian-first, the St Vincent's Sydney team successfully threaded a new valve to repair a 76-year-old woman's heart through her arteries, successfully avoiding the physical demands and risks of open heart surgery.

A small incision was made in the woman's groin to thread the new valve, which was then transported to its final destination in her heart, expanded, and placed into position.



## Private Hospitals

**Just as St Vincent's public hospitals emerged from the COVID-19 pandemic in 2023 with a focus on recovery and returning to a more regular tempo of activities, our private hospitals – covering 10 tertiary hospital sites from regional Queensland to the western suburbs of Melbourne – took a similar approach.**

The current operating environment for private hospitals in Australia is a challenging one.

The cost of providing healthcare – like the cost of living – has risen significantly in recent years.

And over the past 12 months, Australia has seen a rising number of private hospitals either close or wind back services.

St Vincent's private hospitals have always been key to the organisation's capacity to act boldly and ensure the endurance of its mission. In response, a chief ambition of the newly developed St Vincent's strategy is returning our private hospitals to strong growth.

The private hospitals' growth strategy would be overseen by the division's new CEO, A/Prof Patricia O'Rourke, formerly CEO of the combined St Vincent's Hospitals Division.

It was a testament to the efforts of St Vincent's staff that, even in a challenging period, our private hospitals were ranked first again in Australia by Medibank customers for the third year running as part of the health insurer's annual Patient Reported Experience Measures Survey. The result speaks volumes about the Private Division's incredible staff and their dedication to providing the best care to our patients and their families.

The hospitals were ranked first by Medibank's customers across the four domains surveyed: communication and engagement, care in hospital, going home, and hospital environment.

Under the domains – and measured against 15 other Australian private hospital operators – St Vincent's private facilities were ranked first in seven out of 12 sub-categories including nurse communication, doctor communication, communication about medicines, cleanliness, quietness, overall rating, and Net Promoter Score (which measures patient experience).

St Vincent's has always taken pride in offering its clinicians and patients access to the very latest surgical and diagnostic technology.

During the year, St Vincent's Private Hospital Northside's specialists, for the first time in a private Queensland hospital, performed a Pulsed Field Ablation procedure, in this case to treat an atrial fibrillation – one of the most common cardiac disorders currently affecting around 600,000 Australians.

The Pulsed Field Ablation procedure uses high-intensity electrical currents to remove abnormally firing cells in the left atrium that trigger episodes of atrial fibrillation.

Northside also took delivery of the Southern Hemisphere's first GE Omni Legend PET/CT scanner in the Southern Hemisphere. In partnership with Lumus Imaging and GE HealthCare, the technology allows for breakthrough digital imaging and accurate diagnosis.

Thanks to the Omni Legend's artificial intelligence, scanning times are dropped by half and the dosage of injected radiopharmaceuticals – which are used to assess bodily functions and reach a diagnosis – are also reduced. These improvements can result in earlier detection of disease and more precise treatment, leading to better outcomes.

St Vincent's Private Hospital East Melbourne welcomed its second Stryker MAKO surgical robot just prior to Christmas 2022.

Using Robotic-Arm Assisted Technology, the MAKO assists orthopaedic surgeons to perform robotic hip and knee replacement surgeries by more accurately defining, preparing, and executing implant placement, using a customised perioperative plan it has developed, specific to each patient.

One of the few hospitals within Australia to provide surgeons with access to multiple MAKOs, the new addition positions East Melbourne as a leader in this type of robot-assisted technology.

Elsewhere throughout the St Vincent's Private Division, St Vincent's Private Sydney took delivery of its own MAKO Robot, while St Vincent's Private Toowoomba carried out their 1000th MAKO surgery while their Queensland colleagues at St Vincent's Northside completed their 2000th.

In the same period, St Vincent's Private Hospital Fitzroy announced its spinal patients would now have access to revolutionary robotic-navigated spine surgery via the Globus ExcelsiusGPS.

The Globus ExcelsiusGPS assists neurosurgeons to perform complex spinal surgery with increased precision and safety. By reducing the risk of nerve damage, patients have better outcomes and return more quickly to leading a normal life.

Finally, St Vincent's Private Toowoomba performed its first procedure with its new da Vinci surgical system robot and Trumpf operating table which are used for gynaecological, urological, bowel and ENT surgeries.



**It was a testament to the efforts of St Vincent's staff that, even in a challenging period, our private hospitals were ranked first again in Australia by Medibank customers for the third year running.**



The da Vinci's instrument size makes it possible for surgeons to operate through a few small incisions, helping patient recovery and pain management.

**The robot translates the surgeon's hand movements in real time, allowing intuitive motion which acts like the human hand, but with a greater range of motion.**

It also delivers highly magnified 3D views of the surgical area. The Trumpf table has integrated motion which enables the robot to synchronise with the table so the patient can be dynamically positioned while our surgeons operate.

It was also a year for major milestones. St Vincent's Private Hospital Werribee celebrated its 5th birthday in 2023, while St Vincent's Private Toowoomba held a series of events to mark its 100th anniversary, culminating in its Centenary Ball celebration.

The state-of-the-art, \$180m transformation of St Vincent's Private Hospital Fitzroy's new 12-storey tower continues on budget and on time, and is scheduled for completion in 2024.

St Vincent's Private Hospital Toowoomba opened its brand new \$8 million Intensive Care Unit.

While at the Mater Hospital Sydney, ground was broken on its new palliative care facility and modernised day surgery unit.

The new development will create a 12 bed Palliative Care Unit with supportive services and consulting rooms, while also serving as a prominent research and teaching centre, advancing palliative care practices.

The second floor of the new wing will house an expanded day surgery unit, including an additional endoscopy suite.

The development has been enabled by the generous philanthropic support of the Friends of the Mater Foundation which committed \$18.5 million to the overall project. It would not have been possible without this significant support from our donors.

The year proved a watershed moment for St Vincent's and its private hospital nurses and midwives in NSW with the signing of an historic enterprise agreement, described by the NSW Nurses and Midwives' Association as "profound" and sending "a strong message".

Our private staff were celebrated in other ways. At St Vincent's Private Hospital Kew, the team from Bunnings Warehouse Australia donated their time and effort to generously create an outdoor staff wellbeing area, the perfect idyll for the team to catch some respite from their busy and stressful days.

Meanwhile, St Vincent's Private Sydney's Dr Mayooran Namasivayam received the University of New South Wales Young Alumni Award – as part of their 2022 Alumni Awards – while St Vincent's Private Toowoomba's nurse and midwife, Cathy Krause, was awarded a 2023 Neonatal Nurse Excellence Award by the Australian College of Neonatal Nurses.

Finally, St Vincent's Private Hospital East Melbourne said thank you to the extraordinary orthopaedic surgeon, Prof John O'Donnell, who performed his final joint replacement surgery at the hospital after 35 years.

A pioneer in his field, Prof O'Donnell was one of the first surgeons in Australia to perform an arthroscopic hip surgery and anterior approach hip replacement. With a focus on minimally invasive techniques to help reduce pain and recovery time, he has also contributed significantly in the area of research and has been heavily involved in teaching the next generation of orthopaedic surgeons through his fellowship program.



## Aged Care

**While much of Australia has put the pandemic behind them, because of COVID's long tail, it's still very much a daily reality in our nation's aged care homes.**

The impacts of the pandemic have been magnified by many of the unrelated challenges experienced by the industry as it has sought to re-establish itself in the wake of the Royal Commission into Aged Care Quality and Safety and the Commonwealth Government's response: financial issues, an exodus of staff, and a national shortage of skilled employees.

All of which makes St Vincent's Care's achievements over the last 12 months even more impressive.

Across a range of indicators, 2023 was a banner year for St Vincent's Care and its aged care homes and staff.

Firstly, St Vincent's Care achieved 100 per cent compliance against the Commonwealth Government's new range of aged care standards. Every one of the

St Vincent's Care's 23 residential homes were accredited for three years, while 96 per cent achieved a rating of three stars or higher under the new Star Rating Systems.

As mentioned, shortages of trained and experienced aged care personnel has been a challenge for the entire industry for the last four years, particularly exacerbated by the pandemic and the real and perceived difficulties of working in the sector.

In response, St Vincent's Care created a new Employee Value Proposition recruitment campaign known as Kindness Works for Us, the centrepiece of which was a powerful video – featuring its own frontline staff – which showed the immense personal and professional satisfaction that comes from working in aged care.

In turn, the aged care division increased its workforce by 15 per cent and reduced its use of agency staff by 20 per cent – significant results.

The campaign – along with a concerted effort by the organisation to also celebrate, reward and recognise its current team members – had demonstrable effects in other ways.

St Vincent's Care staff satisfaction increased by 10 per cent; the employee Net Promoter Score (otherwise known as NPS – an internationally recognised measure of satisfaction in a health and/or aged care environment) increased by 26 per cent; while tenure – the length of time people remained employed in St Vincent's aged care – increased by 9 per cent.

Further speaking to St Vincent's Care's growing reputation as an 'organisation of choice' in residential aged care, the number of volunteers – the lifeblood of most aged care homes – increased by 42 per cent during the year. This is in addition to St Vincent's Care receiving a Commonwealth grant for \$1 million under the Aged Care Volunteer Visitors Scheme program, which will be rolled out over next three years.

**Happy and contented team members, established in long-term and ongoing roles, with less turnover and a reduction in temporary staff, means deeper and more meaningful connections with residents, which in turn creates a more home-like environment and a greater sense of comfort.**

And the St Vincent's Care results speak for themselves.

The NPS score among St Vincent's Care's residents reached 56 while another measure, consumer experience, reached 8.5/10 – a result which exceeds the industry benchmark and is the best result since this indicator was introduced three years ago.

And at a time when many aged care providers were struggling with vacancies, St Vincent's Care achieved its highest ever occupancy rate, 94 per cent, well above the industry rate of 88 per cent.

Building on the improved experiences of its residents, and in parallel to its efforts to encourage new employees to join its ranks, St Vincent's Care created an inventive new promotional campaign, Celebrating You, an online, short episode TV series that profiled residents, their loved ones, and its carers as they really are.

The ambition of Celebrating You was to create a series that told the truth about residential aged care and how it's overwhelmingly built on the relationships between residents, employees, families, and volunteers. The first two episodes were released in July and August 2023.

With the development of the new St Vincent's strategy, the organisation's aged care division has a vision for its future in an organisation that is determined to enhance its quality of services; deliver truly connected care through its hospital, virtual and home, and aged care divisions; and influence the future shape of the health and aged care system.

One of the ways St Vincent's Care will seek to improve its work in the future is by introducing a new model of care, known

as Heartprint, which aims to transform residential aged care from a clinical approach to one that emphasises the importance of social contact and human interaction.

The Heartprint model is built on creating small households of 10 residents, which allows for more personalised care and better understanding of resident preferences among staff. Smaller households also enable residents to feel more confident in speaking up about their needs. Smaller caring teams mean more accountability and shared ownership of outcomes, something which ultimately leads to better clinical results and wellbeing.

Woven through the Heartprint model is a commitment to reducing hospitalisation and improving early hospital discharge for aged care residents; and increasing safety outcomes in all St Vincent's Care locations, for both residents and staff.

Another important initiative for St Vincent's Care during the year was the partnership with Queensland Health and Queensland Corrective Services to convert half of the top floor of its residential aged care building at Kangaroo Point in Brisbane to provide secure support for frail prisoners who require specialist, high-level palliative or nursing home care, which can't be provided either in a correctional or general health setting.

The unit - to be known as the Lilian Cooper Specialist Secure Unit - will be occupied by people with high care needs and who are either terminally ill or nearing end-of-life; people who are excessively frail, often elderly, and largely, if not totally, immobile, and require assistance with bathing, dressing and toileting.

The correctional system does not have the trained personnel, facilities, or services to care for this unique and marginalised group. And setting up a separate specialist secure unit means beds and resources in Queensland's public hospitals - that are currently used for this cohort - are freed up

for general use.

Of course, St Vincent's Care's achievements during the year were shared by its people, some of whom were recognised by their industry for their outstanding work. David Martin - who is Executive Chef Manager at St Vincent's Care's Kew and Hawthorn sites in Melbourne's inner east - received the recognition of the Institute of Hospitality in Healthcare by winning its Highly Commended Brightest Star award at its annual gala event.

David was also one of 32 chefs selected, Australia-wide, to compete in the annual Foodservice Australia exhibition's 'Chef of the Year' competition. David was one of only two chefs selected to participate from aged care backgrounds.

David's colleague, Erin Hartwell, who is a Senior Clinical Governance Officer in the St Vincent's Care head office in Brisbane, was recognised by the aged care online magazine Inside Ageing in its annual awards, winning the Emerging Leader title.

Erin is the guardian and team leader of St Vincent's Care's COVID-19 Outbreak Management Plan, providing critical expertise, education and guidance to every one of the aged care division's 23 residential facilities across Australia.



## Virtual & Home

### In 2023, providing health and aged care services in people's homes – beyond the walls of hospitals and aged care homes – is a fresh approach to an old idea.

**Our founders, the Sisters of Charity, were known as the 'walking nuns' due to their work on the streets, entering people's homes to offer care and support.**

St Vincent's also established Victoria's first in-home hospital care service in 1959.

But virtual and in-home health and aged care has grown in earnest since the COVID-19 pandemic as governments have sought to deliver services in a more affordable way.

This major shift is also supported by two other important factors: people's preferences and advancing technology.

People want faster and more convenient care, and in their home if possible.

Data consistently shows that 80 per cent of older people would prefer to receive the support they need at home; 70 per cent of Australians would prefer the opportunity to die at home.

They also want the same seamless online or digital experience they enjoy in other parts of their life.

Thankfully, rapidly improving technology is allowing that to happen: not only in terms of people's access to telehealth through their watch, phone or tablet, but also through things like artificial intelligence and wearable, consumable or implantable devices, which can be monitored by health and aged care teams at a hub elsewhere.

St Vincent's is at the forefront of this shift.

In Victoria, St Vincent's has one of the fastest growing home-based care programs in the state, with a 95 per cent increase in home-based care services in 2022.

In NSW, three-quarters of St Vincent's Sydney's addiction medicine clients live outside the hospital's catchment, many in regional parts of the state where virtual health has reduced waiting times from months to days.

And in Queensland, St Vincent's has pioneered and refined the use of in-home care through its palliative and aged care services.

Today, St Vincent's delivers more than 180,000 physical and 250,000 digital episodes of in-home care each year, freeing up to 200 hospital beds.

Such has been the growth in the area of virtual and home services within St Vincent's – and the opportunities available to do more in this space – that St Vincent's established a new division, St Vincent's Virtual & Home, in March 2022.

Over the last 12 months, St Vincent's has begun transitioning its diverse range of virtual and home services – that were previously under the management of separate hospitals and divisions – under the one Virtual & Home umbrella.

Around 100 employees from St Vincent's Care engaged in providing in-home aged care support; and more than 200

employees from acute and sub-acute teams from both our Sydney and Melbourne public hospital networks will have completed the transition by early 2024.

By gathering all our virtual and in-home services in the one team, St Vincent's will be able to create a coordinated national strategy for their growth; an approach designed to increase their impact by leveraging the clinical and organisational expertise that has previously only resided in separate, individual pockets across the organisation until now.

One of the most established St Vincent's services to join the Virtual & Home team is the flagship online mental health service, THIS WAY UP.

THIS WAY UP delivers evidence-based online treatment to help users manage anxiety, depression, insomnia and chronic pain. These programs make effective mental health care accessible to people all across Australia.

This year, THIS WAY UP celebrated its 10-year anniversary by adding nearly 50,000 patient registrations and over 5,000 clinician registrations. THIS WAY UP now has more than 205,000 consumers and 35,000 clinicians registered, including an estimated one-third of all Australian GPs.

In past 12 months, more than 714,000 users have engaged with THIS WAY UP, with around 5,600,000 page views. Meanwhile, it has disseminated evidence-based



psychoeducation via monthly newsletters and blog posts to close to 200,000 Australians, while gathering a social media community of 24,000 followers.

Other parts of the Virtual & Home team also marked some significant achievements during the year.

In Melbourne, and in partnership with the Victorian Department of Health's Better@Home Program, St Vincent's supports patients across a variety of specialties, including Cancer@Home and Pallcare@Home.

The former is a service designed to provide anti-cancer treatments and supportive therapies to haematology and oncology patients in their home, giving patients more choice in how, when, and where they are treated. The latter is the first multidisciplinary hospital-in-the-home palliative care service in metropolitan

Melbourne. Pallcare@Home focuses on improving symptom control and providing psychosocial support to manage distress and grief. Twice daily visits from a clinician is a core feature, along with 24-hour support via an advice line.

Thanks to these developments, nearly one-in-10 acute and one-in-four sub-acute bed-days – previously delivered at St Vincent's Hospital Melbourne – are now delivered in people's homes.

The Virtual & Home team also developed an algorithm, using artificial intelligence, to help identify patients in the St Vincent's Melbourne Emergency Department (ED), or on inpatient wards, who may be suitable for receiving their care at home. The early identification and referral of patients to home-based care has traditionally been a manual and resource-intensive process.

The algorithm supports the team to streamline their screening and identify patients who may be appropriate for at home support earlier in their care journey. It scans a patient's live qualitative clinical data, including notes and handover documents, and then uses key words to predict how likely a patient is ready for transfer and provides each patient with a score, helping to determine their suitability.

Identified patients are 'flagged' on live, point-of-care Electronic Patient Journey Boards, alerting the clinicians and the Virtual & Home team of a potentially suitable patient. Expedited referral and review enables more patients to be considered for home care sooner, meeting patient expectations and supporting hospital bed access and flow. Patients are then promptly referred, assessed, and where appropriate, transferred to monitored home care.

## Research

### Health and aged care are on the threshold of unprecedented and fast-paced transformation.

And while we're confident in a number of ways that change will take place – faster and more convenient care in people's homes thanks to rapidly improving technology; hospitals operating as 'health hubs' delivering virtual and home services in the community; advances in genomics, immunology, and imaging fulfilling the enormous promise of precision health – there is much we don't know.

### Research is the key to unlocking healthcare's possible future and taking us over the threshold.

Across our hospitals and co-located institutes, the St Vincent's research footprint is one of the biggest in Australia with 2,500 people, 3,000 annual publications, and \$285 million in annual income.

Our hard-working researchers, clinicians and scientists continue to unlock the future with exciting and awe-inspiring discoveries. In Melbourne, Professor Chris Baker, Director of Dermatology at St Vincent's Hospital Melbourne, and Robert Kapsa, Professor of Biofabrication and Tissue Engineering at RMIT University (pictured), shared their extraordinary work during the year: a 3D-printed model capable of producing artificial skin.

This innovative technique is hoped to produce a biofabricated skin that will avoid rejection and rapidly repair wounds, minimising scarring.

Potential applications for this 3D-printed material include repairing lost or damaged skin in the treatment of burns, trauma and cancer patients, anywhere often large areas of skin can be affected and treatment options are limited.

Also at St Vincent's Melbourne, research focused on a ground-breaking treatment for multiple myeloma – a cancer that forms in a type of white blood cell called a plasma cell – is currently underway through a global study investigating how CAR-T cells could potentially be used to develop an operational cure.

T cells are a type of immune cell in the body that fights infections and diseases, including cancer. CAR-T cell therapy involves re-engineering T cells to teach them to more effectively recognise and kill cancer cells in the body.

In recent years, immune therapy has significantly changed the landscape and outlook for patients with multiple myeloma, which still remains an incurable disease. St Vincent's is one of five hospitals from across Australia, the US and Europe involved in this clinical study that is examining the use of CAR-T cells for upfront treatment.

The research, led by St Vincent's Melbourne's Professor Hang Quach (pictured), is trialling cutting-edge technology that engages a patient's own immune system to fight their cancer cells, as the modified T cells are actually a trigger to a wider process within the immune system that leads to the outcome. The therapy investigated through this study uses a frontline approach where the patient's immune system is healthy and not impacted by prior chemotherapy.

The study hopes to provide evidence for an operational cure for multiple myeloma – something that has never been a possibility in the past.

Meanwhile, researchers at St Vincent's in Sydney achieved a breakthrough in our understanding of dementia and a new way forward in its treatment. Through their discovery, the team restored nerve cell connections (synapses) in the brain that are destroyed by Alzheimer's and which are thought to store memory.

The team, led by St Vincent's Sydney's Professor Bryce Vissel (pictured), essentially rescued memory without having to remove any of the protein clumps (beta-amyloid) long thought to have caused the disease.

The study provides a new understanding of Alzheimer's disease and a new approach to ultimately treating it.



**The St Vincent's commitment to serving and supporting at-risk groups goes beyond its health and aged care services and extends into the research environment.**

During the year, the results of a number of research projects were published focussed on the challenges facing marginalised and disadvantaged people with accessing health and aged care and the solutions that may be available.

**A world-first study led by St Vincent's Hospital Melbourne's Dr Rachel Zordan and the University of Melbourne's A/Prof Vijaya Sundararajan, revealed that people who have experienced a single episode of homelessness – whether rough sleeping, in an emergency shelter, a boarding house, or couch surfing – are at a 4x higher risk of premature death compared to the general population.**

And people who are marginally housed – that is, in unstable housing and receiving government support to maintain their rental accommodation – are at a 2.6x higher risk of premature death.

In Sydney, the St Vincent's Hospital's Homeless Health team conducted research on how extreme weather affects the health of people experiencing homelessness.

The study focussed on people experiencing homelessness who were admitted to the hospital's Emergency Department (ED) during the 2020 heatwave, Australia's fourth warmest year on record. Two such cases were adult males with known risk factors for heat-related illness including hypertension and schizophrenia; hepatitis C, cirrhosis, and alcohol use disorder.

Following presentation to the ED, these two cases alone represented \$70,184 in medical costs and 31 hospital bed days for the treatment of severe heatstroke, an entirely preventable condition.

The research was behind St Vincent's Sydney's proposal to the City of Sydney and the University of Sydney to co-design a Cooling Hub – that improves access to cool spaces during heatwaves – and which will be trialled during the 2023-24 summer.

In partnership with the Menzies School of Health Research, St Vincent's is also engaged in a study to better understand and improve the experience of Aboriginal and Torres Strait Islander patients in private hospitals.

The percentage of Aboriginal and Torres Strait Islander people with private health insurance is growing, having reached one-in-five in 2018-19. This project incorporates an iterative 'yarning' approach – a conversational process synonymous with First Nations Australians that involves the telling of stories as a way of passing on cultural knowledge – incorporating and strengthening the involvement of Aboriginal and Torres Strait Islander people in data analysis, interpretation and dissemination.

And at St Vincent's Sydney – in a further reflection of the hospital's historic work with and for Australia's LGBTQIA+ community – immunologist Professor Richard Hillman is leading an Australian-first trial of a therapy that targets precancerous cells and the virus that causes anal cancer, which particularly affects gay men.

Until now, dealing with anal cancer has meant regular procedures to remove lesions, with the expectation they are likely to come back.

This new technique applies energy in the form of radio frequency wavelengths to affected tissue with the aim of destroying potentially dangerous cells. The procedure takes about 20 minutes and patients go home the day of the surgery.

The ambition is that the therapy clears high-risk lesions, and in doing so, prevents the transformation to invasive cancer.

In Melbourne, the \$206 million Aikenhead Centre for Medical Discovery (ACMD) is beginning to take shape on the south western corner of our St Vincent's Fitzroy campus.



But while construction continues, ACMD-related research continues in earnest as do plans for the work that will take place when the centre's home is finally complete.

In June, the Victorian Government announced that the ACMD would become home to a new \$10.77 million education hub focused on growing skills and start-ups across the medtech industry. The Hub will bring together businesses, universities and other education providers to develop training courses, degrees and internships in medical technology.

Of course, the St Vincent's reputation for cutting edge research is only made possible due to the calibre of its clinicians, scientists and technicians.

This year we said goodbye to one of the great St Vincent's researchers and leaders, Professor Terry Campbell AM, who retired after 48 years' service at St Vincent's Sydney.

In Melbourne, St Vincent's A/Prof Jessica Howell was awarded the inaugural Tony Burgess Medal by the Victorian Comprehensive Cancer Centre Alliance for her ground-breaking research that is improving the screening and diagnosis of liver cancer.

Her colleague, A/Prof Lisbeth Evered, was named Australian Anaesthesiology Researcher of the Year by The Australian newspaper for vital research into the importance of cognition in outcomes for the elderly.



## Environment, Social and Governance (ESG)

In 2023, the St Vincent's commitment to ESG – achieving positive environmental and social outcomes while exhibiting good governance – marries the purpose of our founders, the Sisters of Charity, with the benefits of modern-day research and evidence-based approaches.

ESG is central to our ability to create and sustain our long-term delivery of health and aged care services in a rapidly changing world, while managing the associated risks and opportunities.

Reflecting its importance to the organisation, St Vincent's has integrated ESG priorities and targets within our day-to-day operations as we developed our new strategy.

### Environment

We recognise that reducing our carbon footprint is essential to preserving healthy and sustainable communities. Our new St Vincent's strategy commits the organisation to becoming a low carbon climate-resilient health and aged care provider with an ambition to achieving Net Zero emissions.

But we can't get to Net Zero within a realistic and achievable timeframe if we don't have an accurate picture of our current carbon emissions.

St Vincent's has spent the past year working towards establishing an emissions baseline to give us a better understanding of our current and projected (by 2050) carbon footprints. A more precise emissions baseline will be developed by mid-2024 enabling us to set accurate Net Zero targets.

During the year, our Sydney public health network was chosen as Australia's representative in piloting the Geneva Sustainability Accelerator Tool, a tool developed by the Geneva Sustainability Centre to assess the maturity of healthcare providers in relation to climate and sustainability. The pilot enabled us to assess our current maturity at St Vincent's Sydney within the key areas of environment, health equity, and governance and identify key areas for improvement.

Starting with our Sydney and Melbourne major public health networks, we also committed ourselves to replacing volatile anaesthetic gases, such as Desflurane, which are a significant contributor to global warming and ozone depletion. This decision is in line with our strategy to lower our carbon footprint while also prioritising the safety of our patients and community.

In addition to organisational commitment, staff engagement is also important to the success of environmental initiatives at

St Vincent's. For example, Dr Michael Hii, a surgeon at St Vincent's Melbourne, has been instrumental in moving the dial on sustainability at the hospital.

Dr Hii established the hospital's Sustainability Grand Rounds – a monthly meeting where sustainability experts share knowledge on carbon emission reductions within the healthcare sector. The Sustainability Grand Rounds initiative has been so successful that quarterly meetings are jointly held with the Melbourne University Environmental Surgical Sustainability Group.

On the St Vincent's Melbourne campus, colleagues across our public and private hospitals are working together to recycle oxygen masks, disposable instrument tubing, fluid bags, device cables, anaesthetic bottles, suture packaging, polystyrene, and batteries – even pens and textas. The material is collected by an external provider, recycled, and made into playground furniture.

Theatre teams on the same campus recycle sterile hand towels, working with a third party to provide employment opportunities for workers with a disability who wash, dry, repackage, and sell these items, with all funds going towards operating breast cancer retreats through the Otis Foundation.

### Social

When the Sisters of Charity founded St Vincent's, they gave us a purpose: to put the health needs of disadvantaged people first.

While this commitment is most commonly exhibited through our services, St Vincent's has long embraced the responsibility of advocating for reform of the structures which contribute to peoples' poor health.

This year, St Vincent's became the first Australian health service and hospital provider to publicly support decriminalisation and taking a health-based approach to the personal use of illicit drugs.

We arrived at this position after listening to the voices of people with lived experience of substance use disorder; our addiction medicine specialists; and other experts in areas as diverse as emergency medicine, correctional health, and homeless health. We examined the available evidence and concluded that current laws which criminalise people for possessing small amounts of illicit drugs for personal use have a dangerous and negative impact on the health and wellbeing of many of the marginalised groups St Vincent's serves, particularly people with substance use disorders.

Elsewhere, our third Modern Slavery Statement recognises our progress in mapping the St Vincent's supply chain and highlighting the role of our frontline teams in identifying victim-survivors of modern slavery as they encounter our services.

In 2023, St Vincent's was successful in securing grant funding under the National Action Plan to Combat Modern Slavery 2020-2025. Over the next two years, the funding will be used to equip our Emergency Department (ED) front-line staff to better identify victim-survivors of modern slavery and know how we can support them.

Finally, we are working with Prof Jane Currie from Queensland University of Technology and an extensive group of collaborators to test a newly developed tool to better care for people experiencing homelessness and reduce readmissions.

Funded by the St Vincent's Health Equity Program, the Homelessness Health Response Bundle includes a screening tool that identifies a person's level of health-related vulnerability (eg: high, moderate, low) along with a 'decision assistance guide' that supports shared decision-making for clinicians around suitable care, referrals, and other supports a person experiencing homelessness may need.

Early research shows the Bundle has reduced re-attendances by people experiencing homelessness at St Vincent's Melbourne's ED by 20 per cent.

### Governance

Good governance is critical for St Vincent's short and long term success, including reputation, risk-management, transparency, compliance, ethics and discernment.

Building on past efforts, St Vincent's is preparing to complete a periodic assessment of the most material issues relevant to ESG, including preparedness for emerging new legislation and the financial implications of climate change.

Other topics to explore across the business include a review of the governance structure to provide oversight of ESG issues. Stakeholders will be consulted to ensure the most material risks and opportunities are prioritised.

## People and Culture

**St Vincent's has a team of close to 30,000 people who provide exceptional care across more than 50 locations. The role of People and Culture is to help create an environment where staff can thrive, contribute their diverse and unique skills, and enjoy a culture that honours the innovative and compassionate legacy of our founders, the Sisters of Charity.**

The new St Vincent's strategy recognises we can only enhance our overall impact by focussing on the safety, well-being, and experience of our people.

Over the past 12 months, we have done this by improving staff retention and boosting wellbeing (noting the significant impact that COVID had on our workforce), while fostering our employee experience through a renewed focus on education and learning, leadership, and diversity and inclusion.

### Staff retention and wellbeing

Supported by our successful recruitment efforts, St Vincent's saw a stabilisation of labour market conditions with a sustained decrease in job vacancies, turnover, and unplanned leave during the year. St Vincent's Care's 'Kindness works here' recruitment campaign was particularly successful. We have also focused on improving our new starter experience through better on-boarding and orientation.

Newly negotiated Employee Agreements in our private hospitals and aged care divisions have burnished the reputation of St Vincent's as an employer of choice in the care sector, with improved remuneration and conditions recognising the critical work our people do.

We renewed our efforts to recognise the talent of staff through local and enterprise-wide approaches. For example, St Vincent's Care established a peer-to-peer recognition program, while our other facilities continued their staff service and recognition awards, culminating in our annual St Vincent's Quality Awards held in October.

We have continued our work in safety, finalising a single common Work Health and Safety (WHS) System in line with ISO45001 (the international standard for occupational health and safety). This system is now commonly used across St Vincent's and most recently includes the development and implementation of manager safety training and the development of new psychosocial tools to address changing workplace risk. As a result, St Vincent's saw a 9 per cent reduction in the number of workers compensation claims during the year along with an 11 per cent improvement in our safety system conformance, with all St Vincent's sites passing our WHS Audit program.

The importance of staff well-being at St Vincent's manifests itself in a range of ways. For example, the St Vincent's Hospital Melbourne's STAR program – which has been operating for over 25 years – last year provided care to 1,000 staff members who needed support to debrief on critical incidents or deal with workplace stress and anxiety.

St Vincent's has long made the six-12 week courses of its nationally-recognised online therapy program, This Way Up, available to its staff for free. But this year, St Vincent's also extended this benefit to friends and family members in the knowledge that the well-being of our people is strongly connected to the happiness and stability of their loved ones.

### Education and Learning

A key aspect of the St Vincent's strategy is supporting our workforce through leadership and learning opportunities. During the year we launched a new leadership development program for over 200 clinical staff, with a particular focus on our frontline nurse unit managers and facility managers. We are also proud to provide scholarships – such as the prestigious Dame Quentin Bryce Postgraduate Palliative Care Nursing Scholarship – to staff to support career development and create our future workforce.

The development of clinical nursing skills remains an important focus of our education and learning programs. This year has seen the pilot of a new approach to assessing holistic nursing care at the bedside and it is providing us with deep insights into nursing practice while shaping our ongoing development activities.

### New Ways of Working

Supporting our new strategy has seen the creation of new ways of working across our organisation. St Vincent's expanded its Executive Leadership Team to include the Chief Executives at our two major public health networks, recognising the significance of their roles and the benefits of bringing our frontline closer to our decision-making.

We formed a new leadership team – IMPACT – where we regularly bring together our top 30 leaders to focus on the critical decisions facing our organisation.



Finally, in recognition that the solutions to our challenges are often first conceived by our frontline people, St Vincent's introduced twice-yearly Leadership Forums – held in each of the capital cities where we operate – bringing together over 300 team members (70 per cent from clinical backgrounds) from all parts of the organisation. These meetings have been invaluable in helping us shape our new strategy and renew our commitment to supporting at-risk populations.

### Diversity and Inclusion

St Vincent's continues to focus its efforts on employing more First Nations staff in all parts of our organisation, a key part of our commitment to Closing the Gap.

We now have Aboriginal and Torres Strait Islander staff employed in each of our 13 Queensland residential aged care sites. We also held our first face-to-face Aboriginal and Torres Strait Islander staff forum since 2019 and the arrival of the COVID-19 virus, with more than 100 First Nations team members.

The forum included feedback from First Nations staff requesting St Vincent's continue its investment in better and more defined career paths for Aboriginal and Torres Strait Islander employees, creating culturally safe spaces for staff to connect, and an overhaul of cultural awareness training.

We have embedded this work in our new St Vincent's Indigenous Employment Strategy which will be launched in 2024.

And to coincide with World Pride in February 2023, St Vincent's launched our Sexuality and Gender Diversity Continuous Improvement Strategy to improve equity, belonging, and justice for staff and patients of diverse sexualities and genders.

In the next year, we will scale this work along with our youth advisory board and gender diversity interventions across our enterprise to scale the best of what St Vincent's does to all of our facilities.



## Digital and Technology

Access to leading digital and data capabilities is critical to delivering the new St Vincent's strategy. Taking St Vincent's into a new era of better and fairer care will require a significant and positive leap in Digital and Technology (D&T) maturity, and we have made a number of major improvements over the past 15 months to stabilise, standardise, and transform the digital experiences of our patients, residents, staff and partners.

### Electronic Medical Record (EMR) Foundations

EMR capability provides the foundation for a 'digital front door' for St Vincent's in our hospitals and Virtual & Home division and is the key to developing truly connected care pathways for our patients, residents and staff.

The St Vincent's EMR strategy is approaching a critical tipping point, with our private hospitals recently agreeing to partner with Meditech (Lite) to provide foundational EMR capability. The Meditech (Lite) implementation will occur over 2024-25 and will improve patient experiences and safety, streamline clinical workflows, and enhance the way we deliver healthcare across our private facilities. Victorian Government co-funding has also been confirmed for St Vincent's Hospital Melbourne to implement a Tier 1 EMR platform. Discussions are also underway with the NSW Government for an EMR solution for St Vincent's Hospital Sydney.

### Fast Track Analytics Program

St Vincent's has launched its first Enterprise Data Platform with 40 data pipelines, a comprehensive enterprise data model, and 10 datasets contributing to nearly 20 dashboards. This is a pivotal capability that is already enabling a measurable

uplift in divisional financial and operational performance while also helping to reduce clinical risk. Supervised artificial intelligence trials are also underway to ensure that St Vincent's is best positioned to apply leading analytical techniques with our EMR and other system enhancements in the future.

### 100 Day Digital Challenge

St Vincent's also completed its first 100 Day Digital Challenge during the year. Co-sponsored by St Vincent's Hospital Melbourne and St Vincent's Virtual & Home - with input from a cross-section of clinical and non-clinical stakeholders - the challenge trialed a new artificial intelligence tool to act as a 'co-pilot' in identifying the best candidates to receive their care at home. The tool is integrated into the Electronic Patient Journey Board for 'real time' point-of-care notification to treating teams and has led to an 80% increase in patient referrals.

### Contemporary Infrastructure

Our network modernisation program will introduce a medical-grade technology network, improved Wi-Fi, and new telephony capability across St Vincent's hospitals. The goal is to re-set our technology network to contemporary standards so that we can reduce unplanned outages and support emerging technologies including EMR, robotics, and remote monitoring.

### Enhanced Security

Recognising the critical importance of cyber security to protect patient, staff, and operational data, we are rolling out a comprehensive cyber security program

that meets best practice global standards. This program includes cyber 'boot camp' training, penetration testing of critical applications, automated monitoring and alerts, and a dedicated Intranet site hosting crucial resources and training materials to protect St Vincent's systems and data.

### Service Model Improvements

We have launched a new service model to ensure our operational activities and capital investments meet the needs of D&T's partners across St Vincent's. The new model allows us to jointly prioritise activities and projects in 90 Day Sprint cycles as part of our updated strategy. Our Service Desk operations have also significantly improved over the last few months, with a new rostering system and knowledge tools enabling major reductions in call waiting times and abandonment rates, and a steady uplift in measurable client experience.

### Looking Ahead

**In the year ahead, we will continue to invest in our technology foundations and capabilities to support and accelerate the rollout of the new St Vincent's strategy. We will continue to modernise technology infrastructure, uplift clinician and patient experiences, and work with our partners to test and trial new digital and data tools to deliver on the St Vincent's promise of facilitating connected care for life.**



## Corporate Governance and Financials

### 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 strengthens and grows its Mission to express God's love to those in need through the healing ministry of Jesus.



**Mr Paul McClintock AO**

**First appointed in January 2013**  
 Appointed Chair in October 2019  
 Chair – St Vincent's Health Australia Group of Companies  
 Member – Research and Education Committee  
 Member – Aged Care Committee



**Mr Damien O'Brien**

**First appointed in November 2019**  
 Chair – Mission, Ethics and Advocacy Committee  
 Member – Audit and Risk Committee



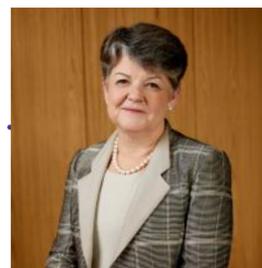
**Ms Sheila McGregor**

**First appointed in December 2019**  
 Member – Clinical Governance and Experience Committee  
 Member – Mission, Ethics and Advocacy Committee  
 Member – Aged Care Committee



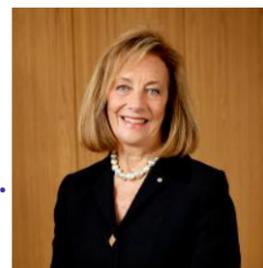
**Dr Michael Coote**

**First appointed in August 2016**  
 Chair – Research and Education Committee  
 Member – Clinical Governance and Experience Committee



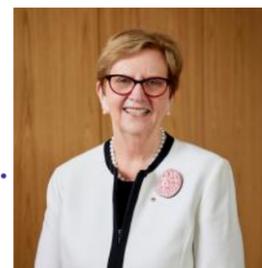
**Ms Anne McDonald**

**First appointed in June 2017**  
 Chair – Audit and Risk Committee  
 Member – Finance and Investment Committee



**Ms Sandra McPhee AM**

**First appointed in October 2017**  
 Chair – People and Culture Committee  
 Member – Mission, Ethics and Advocacy Committee



**Ms Anne Cross AM**

**First appointed in January 2019**  
 Chair – Aged Care Committee  
 Member – Audit and Risk Committee  
 Member – Clinical Governance and Experience Committee



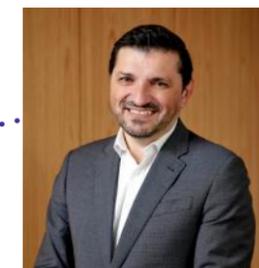
**Ms Jill Watts**

**First appointed in August 2019**  
 Member – Finance and Investment Committee  
 Member – People and Culture Committee  
 Member – Aged Care Committee



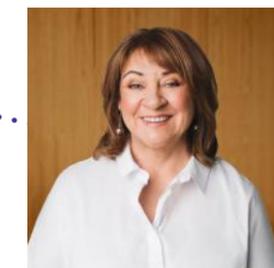
**Mr Paul O'Sullivan**

**First appointed in August 2019**  
 Chair – Finance and Investment Committee  
 Member – People and Culture Committee



**Prof Vlado Perkovic**

**First appointed in October 2021**  
 Chair – Clinical Governance and Experience Committee  
 Member – Research and Education Committee



**Ms Kathleen Bailey-Lord**

**First appointed in April 2023**



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

**The Executive Leadership Team provides management and leadership of St Vincent's hospitals, aged care, and virtual and home divisions. 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.**

**Mr Chris Blake**  
Group Chief Executive Officer

**A/Prof Pat Garcia**  
Group General Manager Public Affairs and General Counsel

**A/Prof Patricia O'Rourke**  
CEO, St Vincent's Private Hospitals

**Ms Anna McFadgen**  
CEO, St Vincent's Health Network Sydney NSW State Lead

**A/Prof Nicole Tweddle**  
CEO, St Vincent's Hospital Melbourne Victoria State Lead

**Dr Chris Jacobs-Vandeger**  
Group Mission Leader

**Ms Kaylene Gaffney**  
Group Chief Financial Officer

**Ms Rebecca Roberts**  
Group Chief People and Culture Officer

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

**Dr Katherine Worsley**  
Interim Chief Medical Officer and Group General Manager Clinical Governance

**Ms Michelle Fitzgerald**  
Group Chief Digital Officer

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

**Dr Robert Marshall**  
Group Chief Strategy Officer

**Our Financials**

**The St Vincent's Health Australia Managed Group operating result was an operating deficit of \$45.8m for the year ended 30 June 2023 (2022: \$29.3m deficit). For the Group, total revenue and other income increased by 5.2 per cent offset by an increase in total expenses of 5.7 per cent.**

The operating result included a weak operating performance result for the hospitals as the long tail of the COVID-19 pandemic continued to impact supply and workforce costs during the financial year.

All of our major public and private hospitals experienced an increase in activity. COVID-19 subsidies were reduced as governments moved into the post-pandemic recovery phase.

In response to these results, St Vincent's has introduced strategies to boost growth in our private hospitals, including by forging stronger working partnerships with private health funds, attracting and retaining talented specialists, and fostering deeper relationships with GPs and other primary care providers. We have invested in excess of \$300 million in our private hospitals over the current building cycle to create that platform for growth.

We are also committed to reducing our reliance on agency staff – in both our private hospitals and aged care services – by addressing staff turnover and enhancing our reputation as an employer of choice.

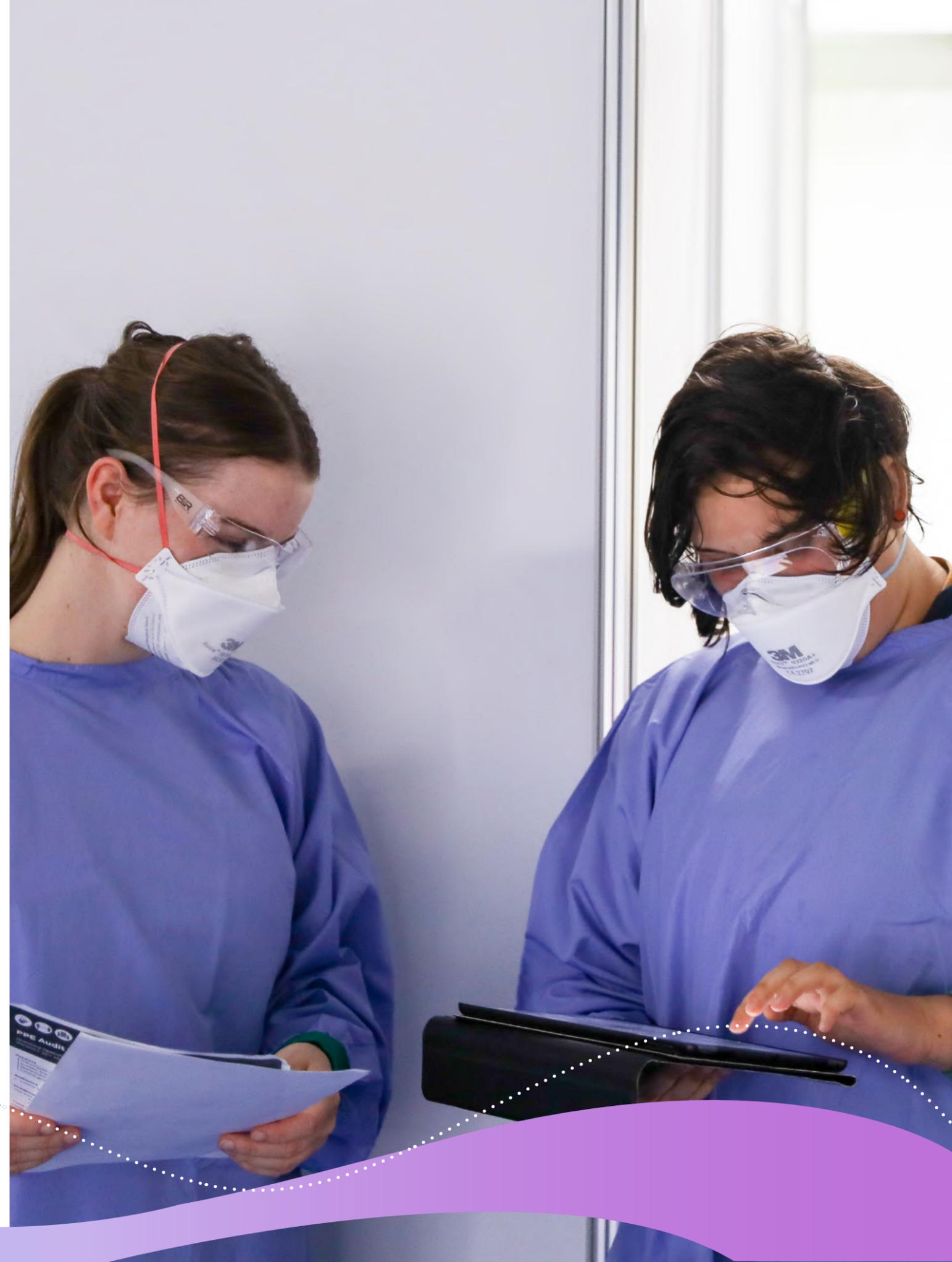
St Vincent's public hospitals continue to work with state governments and other key stakeholders to ensure that their funding adequately reflects the true value they provide the community, both now and in the future.

## Profit or Loss

Profit or loss	Statutory group <sup>1</sup>		Managed group <sup>2</sup>	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
Revenue	3,011,788	2,906,115	3,136,044	3,002,272
Other income	96,329	55,868	81,923	57,218
<b>Total revenue and other income</b>	<b>3,108,117</b>	<b>2,961,983</b>	<b>3,217,967</b>	<b>3,059,490</b>
Employment expenses	1,926,166	1,851,113	1,980,641	1,896,093
Goods and services	768,925	797,256	808,804	778,078
Finance costs	74,586	48,139	72,107	46,344
Depreciation and amortisation	181,166	176,052	186,576	184,075
Other expenses from ordinary activities	206,034	120,770	217,928	184,167
<b>Total expenses</b>	<b>3,156,877</b>	<b>2,993,330</b>	<b>3,266,056</b>	<b>3,088,757</b>
Share of investments accounted for using the equity method	-	-	2,324	-
<b>Operating deficit</b>	<b>(48,760)</b>	<b>(31,347)</b>	<b>(45,765)</b>	<b>(29,267)</b>
Capital funding received	22,149	21,148	23,263	26,266
<b>Total deficit</b>	<b>(26,611)</b>	<b>(10,199)</b>	<b>(22,502)</b>	<b>(3,001)</b>
Other comprehensive (loss) / income	(2,507)	17,147	348	17,214
<b>Total comprehensive (loss)/income</b>	<b>(29,118)</b>	<b>6,948</b>	<b>(22,154)</b>	<b>14,213</b>

<sup>1</sup> These figures have been extracted from St Vincent's Health Australia'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.

<sup>2</sup> The managed group excludes St Vincent's Clinic, St Vincent's Clinic Foundation, St Vincent's Research Foundation, St Vincent's Curran Foundation, St Vincent's Health Australia Foundation Queensland, the Victor Chang Cardiac Research Institute and the St Vincent's Institute of Medical Research. 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

Balance sheet	Statutory group		Managed group	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
Cash and cash equivalents *	384,861	337,706	372,277	337,453
Trade and other receivables	222,006	234,716	235,798	237,859
Inventories	39,684	40,446	43,703	44,331
Investments *	371,246	283,355	302,311	224,657
<b>Current assets</b>	<b>1,017,797</b>	<b>896,223</b>	<b>954,089</b>	<b>844,300</b>
Property, plant and equipment	1,692,250	1,649,774	1,711,206	1,684,908
Investment properties	323,774	306,794	320,824	303,844
Intangible assets	225,895	254,022	227,918	256,423
Investments *	157,708	146,125	90,842	75,709
Right-of-use assets	148,311	156,105	147,889	156,334
Other	58,037	41,445	61,182	41,424
<b>Non-current assets</b>	<b>2,605,975</b>	<b>2,554,265</b>	<b>2,559,861</b>	<b>2,518,642</b>
<b>Total assets</b>	<b>3,623,772</b>	<b>3,450,488</b>	<b>3,513,950</b>	<b>3,362,942</b>
Trade and other payables	487,819	424,180	471,272	422,790
Accommodation bonds and payables	799,626	708,924	799,626	708,924
Lease liabilities	5,868	16,981	5,727	17,112
Member loan	6,209	5,871	6,209	5,871
Borrowings	65,357	63,247	1,024	12,101
Provisions	461,080	428,641	460,466	429,505
<b>Current liabilities</b>	<b>1,825,959</b>	<b>1,647,844</b>	<b>1,744,324</b>	<b>1,596,303</b>
Payables	16,190	17,418	3,119	3,246
Lease liabilities	151,212	154,901	150,888	155,001
Member loan	86,753	95,068	86,753	95,068
Borrowings	299,835	272,655	298,501	271,500
Provisions	55,155	55,359	56,562	56,410
<b>Non-current liabilities</b>	<b>609,145</b>	<b>595,401</b>	<b>595,823</b>	<b>581,225</b>
<b>Total liabilities</b>	<b>2,435,104</b>	<b>2,243,245</b>	<b>2,340,147</b>	<b>2,177,528</b>
<b>Net assets</b>	<b>1,188,668</b>	<b>1,207,243</b>	<b>1,173,803</b>	<b>1,185,414</b>

\*Combined cash and investments balances includes funds tied to specific purposes or held in trust and can only be spent accordingly.



## Cash flow

Consolidated cash flow statement	Statutory group		Managed group	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
Net cash inflows from operating activities	183,089	230,813	173,055	229,302
Net cash flow used from investing activities	(232,789)	(219,348)	(227,248)	(232,850)
Net cash flow from financing activities	96,855	78,152	89,017	91,857
<b>Net increase in cash</b>	<b>47,155</b>	<b>89,617</b>	<b>34,824</b>	<b>88,309</b>



## Statement of Operations

	Inpatient Admissions	Residents	Outpatient appointments (eg: specialist clinic appts)	Episodes of in-home care	ED Presentations	Births	Surgeries	Beds	Headcount
The Mater	35,105	-	-	-	-	2,189	23,014	223	1,050
St Vincent's Private Toowoomba	18,269	-	-	-	17,730	748	13,517	186	822
St Vincent's Private Brisbane	4,270	-	-	22,663	-	-	1,158	149	564
St Vincent's Private Northside	36,766	-	-	-	13,941	-	23,887	231	1,279
St Vincent's Private Fitzroy	27,496	-	-	-	-	2,098	15,962	227	1,444
St Vincent's Private East Melb	20,381	-	-	-	-	-	14,846	156	458
St Vincent's Private Kew	7,848	-	-	-	-	-	8,499	41	100
St Vincent's Private Griffith	2,304	-	-	-	-	-	1,838	20	85
St Vincent's Private Werribee	6,729	-	-	-	-	-	4,857	57	151
St Vincent's Private Sydney	29,931	-	-	-	-	-	21,950	260	1,402
<b>St Vincent's Private Hospitals Total</b>	<b>189,099</b>	<b>-</b>	<b>-</b>	<b>22,663</b>	<b>31,671</b>	<b>5,035</b>	<b>129,528</b>	<b>1,550</b>	<b>7,355</b>
St Vincent's Health Network Sydney	42,082	-	76,213	1,222	51,156	-	12,955	519	4,358
St Vincent's Hospital Melbourne	71,800	172	208,548	84,087	49,409	-	19,600	880	7,497
<b>St Vincent's Public Hospitals Total</b>	<b>113,882</b>	<b>172</b>	<b>968,761</b>	<b>85,309</b>	<b>100,565</b>	<b>-</b>	<b>32,555</b>	<b>1,399</b>	<b>11,855</b>
St Vincent's Care Services Qld	-	1,383	-	-	-	-	-	1,453	2,247
St Vincent's Care Services NSW	-	639	-	-	-	-	-	652	816
St Vincent's Care Services Vic	-	400	-	-	-	-	-	432	593
St Vincent's Care Community	-	-	-	61,695	-	-	-	-	107
<b>St Vincent's Care Services Total</b>	<b>-</b>	<b>2,422</b>	<b>-</b>	<b>61,695</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,537</b>	<b>3,763</b>
<b>SVHA Group Offices</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>440</b>
<b>TOTAL</b>	<b>302,981</b>	<b>2,594</b>	<b>968,761</b>	<b>169,667</b>	<b>132,236</b>	<b>5,035</b>	<b>162,083</b>	<b>5,486</b>	<b>23,413</b>



## Locations

### NATIONAL

#### • ST VINCENT'S VIRTUAL & HOME

### NSW

#### • PUBLIC HOSPITALS

**ST VINCENT'S HOSPITAL SYDNEY**  
390 Victoria St, Darlinghurst NSW 2010

**SACRED HEART HEALTH SERVICE**  
170 Darlinghurst Rd, Darlinghurst NSW 2010

#### • PRIVATE HOSPITALS

**ST VINCENT'S PRIVATE HOSPITAL SYDNEY**  
406 Victoria St, Darlinghurst NSW 2010

**THE MATER SYDNEY**  
25 Rocklands Rd, North Sydney NSW 2060

**ST VINCENT'S PRIVATE COMMUNITY HOSPITAL GRIFFITH**  
41-45 Animoo Ave, Griffith NSW 2680

#### • AGED CARE

**ST VINCENT'S CARE AUBURN**  
21 Alice St, Auburn NSW 2144

**ST VINCENT'S CARE BRONTE**  
363-367 Bronte Rd, Bronte NSW 2024

**ST VINCENT'S CARE EDGECLIFF**  
2-6 Albert St, Edgecliff NSW 2027

**ST VINCENT'S CARE HABERFIELD**  
7 Tillock Street, Haberfield NSW 2045

**ST VINCENT'S CARE HEATHCOTE**  
15 The Avenue, Heathcote NSW 2233

**ST VINCENT'S CARE YENNORA**  
1 Tara Close, Yennora NSW 2161

#### • OTHER

**ST VINCENT'S CLINIC**  
438 Victoria Street, Darlinghurst NSW 2010

**ST VINCENT'S CORRECTIONAL HEALTH PARKLEA**  
66 Sentry Dr, Parklea NSW 2768

### VIC

#### • PUBLIC HOSPITALS

**ST VINCENT'S HOSPITAL MELBOURNE**  
41 Victoria Parade, Fitzroy VIC 3065

**ST VINCENT'S ON THE PARK**  
11 Cathedral Place, East Melbourne VIC 3002

**CARITAS CHRISTI**  
104 Studley Park Rd, Kew VIC 3101

**ST GEORGE'S HEALTH SERVICE**  
283 Cotham Rd, Kew VIC 3101

#### • PRIVATE HOSPITALS

**ST VINCENT'S PRIVATE HOSPITAL FITZROY**  
59 Victoria Parade, Fitzroy VIC 3065

**ST VINCENT'S PRIVATE EAST MELBOURNE**  
159 Grey Street, East Melbourne VIC 3002

**ST VINCENT'S PRIVATE HOSPITAL KEW**  
5 Studley Ave, Kew VIC 3101

**ST VINCENT'S PRIVATE HOSPITAL WERRIBEE**  
240 Hoppers Ln, Werribee VIC 3030

#### • AGED CARE

**ST VINCENT'S CARE KEW**  
104 Studley Park Rd, Kew VIC 3101

**ST VINCENT'S CARE HAWTHORN**  
4 King Street, Hawthorn East VIC 3123

**ST VINCENT'S CARE ELTHAM**  
43 Diamond St, Eltham VIC 3095

**ST VINCENT'S CARE WERRIBEE**  
240 Hoppers Ln, Werribee VIC 3030

**BERENGARRA**  
283 Cotham Rd, Kew VIC 3101

**AUBURN HOUSE**  
98-100 Camberwell Rd, Hawthorn East VIC 3123

**PRAGUE HOUSE**  
283 Cotham Road, Kew VIC 3101

#### • OTHER

**ST VINCENT'S CORRECTIONAL HEALTH PORT PHILLIP**  
451 Dohertys Rd, Truganina VIC 3029

### QLD

#### • PRIVATE HOSPITALS

**ST VINCENT'S PRIVATE HOSPITAL BRISBANE**  
411 Main St, Kangaroo Point QLD 4169

**ST VINCENT'S PRIVATE HOSPITAL NORTHSIDE**  
627 Rode Rd, Chermside QLD 4032

**ST VINCENT'S PRIVATE HOSPITAL TOOWOOMBA**  
22-36 Scott St, Toowoomba City QLD 4350

#### • AGED CARE

**ST VINCENT'S CARE BARDON**  
59 Main Ave, Bardon QLD 4065

**ST VINCENT'S CARE BOONDALL**  
2141 Sandgate Road, Boondall QLD 4034

**ST VINCENT'S CARE CARINA**  
141 Fursden Rd, Carina QLD 4152

**ST VINCENT'S CARE CARSELDINE**  
736 Beams Road, Carseldine QLD 4034

**ST VINCENT'S CARE CORINDA**  
20 Menin Rd, Corinda QLD 4075

**ST VINCENT'S CARE KANGAROO POINT**  
411 Main St, Kangaroo Point QLD 4169

**ST VINCENT'S CARE MITCHELTON**  
46 Church Rd, Mitchelton QLD 4053

**ST VINCENT'S CARE TOOWOOMBA**  
227 Spring St, Middle Ridge QLD 4350

**ST VINCENT'S CARE SOUTHPORT**  
32 Bauer St, Southport QLD 4215

**ST VINCENT'S CARE ARUNDEL**  
101 Allied Dr, Arundel QLD 4214

**ST VINCENT'S CARE MAROOCHYDORE**  
37 Baden Powell St, Maroochydore QLD 4558

**ST VINCENT'S CARE GYMPIE**  
29/31 Bligh St, Gympie QLD 4570

**ST VINCENT'S CARE DOUGLAS (TOWNSVILLE)**  
291 Angus Smith Dr, Douglas QLD 4814