



**ST VINCENT'S**  
Better and fairer care. Always.  
UNDER THE STEWARDSHIP OF MARY AIKENHEAD MINISTRIES

# Annual Report 2025



Better and  
fairer care.  
**Always.**



# Contents

Who we are	2-3
Foundation and giving	4-5
CEO, Chair and Trustee message	6-7
Our strategy	8
A new chapter in better and fairer care	9
Our six key arenas	
Health equity	10-13
Healthy ageing	14-15
Research and innovation	16-19
Chronic care platforms	20-21
Virtual and at home	22-23
Health leadership	24-29
Environment, social and governance	30-31
Corporate governance	32-33
Our financials	34-37
Our locations	38-39



#### Acknowledgement of the traditional custodians of the land:

St Vincent's recognises the Traditional Owners/Custodians of the land on which its many sites are located. We pay our respects to Elders past and present and welcome all Aboriginal and/or Torres Strait Islander people to our places of care.

# Who we are

For more than 165 years, St Vincent's has been a leader in Australian health and aged care. Our story began in 1838 with five Sisters of Charity, who went on to open our first hospital in 1857. Today, we are a unique not-for-profit organisation including inner city major health networks in Melbourne and Sydney, 10 private hospitals, 25 aged care facilities, and a growing range of virtual and home care services across three states.

Our team of more than 30,000 employees, visiting medical officers (VMOs), and volunteers stretches the eastern seaboard, from regional Queensland to Melbourne's suburbs. Each year, we have over two million connections with patients and residents, including 1.3 million outpatient appointments, 330,000 admissions, and 108,000 emergency department presentations.

Our innovation precincts in Sydney and Melbourne are home to globally renowned medical institutes we established, such as the Victor Chang Cardiac Research Institute, the Garvan Medical Research Institute, and the Aikenhead Centre for Medical

Discovery. Our services, clinicians, and researchers are behind some of Australia's most significant medical breakthroughs.

Our public health networks serve as major referral centres for rural and regional communities. We provide specialised emergency and trauma services in inner-city Melbourne and Sydney and are recognised for our world-class surgical capacity in heart and lung transplantation, orthopaedics, neurosurgery, cardiothoracic, and cancer care. We are also national leaders in palliative care, diabetes, genomic medicine, aged care, and biomedical engineering.

At the heart of everything we do is our mission to express God's love to those in need, and across St Vincent's we find that patients and residents say they come to St Vincent's because of who we are. It's in the way our staff greet them and take the time to listen and care for what they need. No matter who or where you come from, everyone matters at St Vincent's.

Because of our mission to love those who are most in need, we are also a leading provider of services for people experiencing

homelessness, drug and alcohol dependence, people living with mental illness, and correctional health patients.

We are dedicated to building stronger relationships and providing better health outcomes for Aboriginal and Torres Strait Islander peoples and communities across all our services.

**St Vincent's is committed to providing better and fairer care, always. This is our promise to our staff, patients, residents, partners, and the communities we serve, and it's the standard we hold ourselves to every day.**

**2 major public networks**

**10 private hospitals**

**30,000**  
people

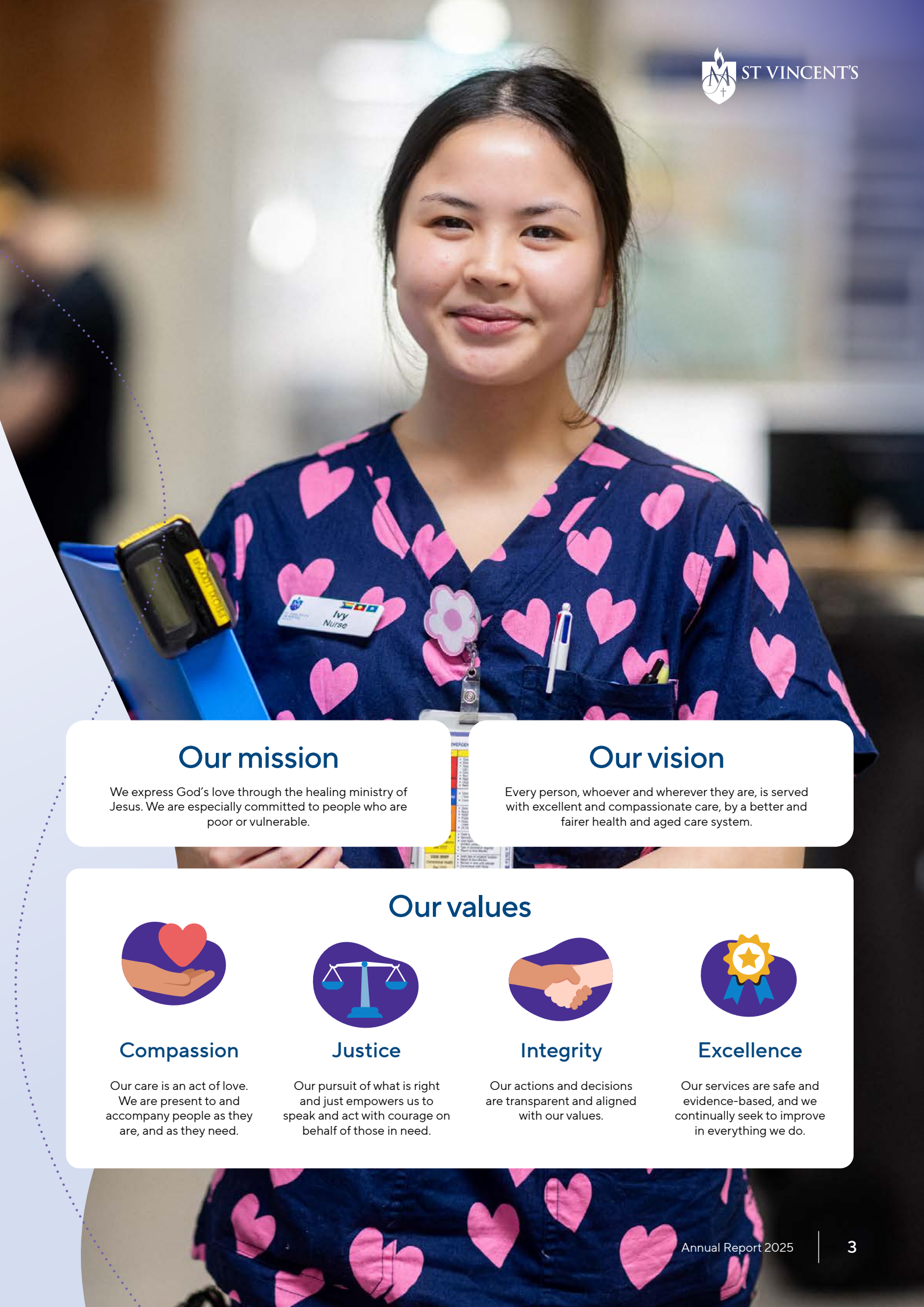
**2 million**  
connections with patients and residents

**2467**  
residential aged care beds

**25**  
aged care facilities

**6**  
co-located institutes





## Our mission

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

## Our vision

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

## Our values



### Compassion

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



### Justice

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



### Integrity

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



### Excellence

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

# Foundation and giving

## A hospital built on philanthropy: The enduring legacy of St Vincent's

Philanthropy has been at the heart of St Vincent's since our earliest days. In 1893, the generosity of the local community made it possible to establish our first cottage hospital in Melbourne's Fitzroy, a powerful example of people coming together to care for those in need.

That founding spirit continues today, shaping our mission and enabling us to deliver care to those who need it most, regardless of their circumstances. Our donor community plays a vital part in every area of our work. Their generosity not only meets immediate needs but is critical to long-term investment: funding breakthrough research, supporting the purchase of lifesaving technology, and helping us transform the health and aged care systems.

Thanks to the unwavering commitment of generous individuals, families, and philanthropic partners, St Vincent's can advance clinical excellence, embrace innovation, and work tirelessly to create a better and fairer health system for all. Every gift leaves a lasting mark. We are deeply grateful for the support of the St Vincent's Curran Foundation NSW, the Friends of the Mater NSW, St Vincent's Foundation Victoria, and the St Vincent's Foundation Queensland, whose leadership ensures this legacy of giving continues to thrive across Australia.

## Transforming care: Driving innovation and world-class technology

The support of our donors has enabled us to advance and accelerate projects that would otherwise be out of reach, ensuring our patients receive the very best treatment now and for generations to come.

In Sydney, more than \$12.2 million in philanthropic support, including the extraordinary generosity of the late Laurie Sutton and the Sutton family (\$8 million), is driving a major transformation of cardiac care through the redevelopment of our interventional cardiology suites. These cutting-edge facilities, benefitting both public and private patients, are already delivering safer, more precise care for complex cases. We are also proud to have welcomed Associate Professor Clare Arnott as the inaugural Pagent Family Director of Clinical Research Heart Lung, thanks to a transformative \$5 million gift from the Pagent Family Foundation, pioneering new research leadership.

## A lasting partnership in specialist care

Beyond the Mater's cancer success, the Friends of the Mater have been instrumental in establishing other major facilities, cementing a 25-year legacy of incredible support. This includes the funding of the new \$4.3 million Special Care Nursery (SCN), and the establishment of the Patricia Ritchie Centre for Cancer Care and Research and the Kay Van Norton Centre for Well-being. The Foundation's enduring partnership continues to be vital in enhancing and advancing patient care at the Mater.

## Pioneering spirit across the country

This financial year St Vincent's Private Hospital Toowoomba has continued to benefit from the generous philanthropy of Clive Berghofer (AO).

In FY25 Clive contributed \$1.6 million to a second MAKO orthopaedic robot. This has enabled the ongoing growth of orthopaedics at SVPHT, supporting local surgeon Dr Alan Loch as he approaches his 2000th MAKO procedure.

Clive has been a valued supporter of healthcare across the Darling Downs for many years, generously donating towards medical equipment, research, buildings, and more. He has made significant donations towards St Vincent's Private Hospital Toowoomba for more than 20 years.

The dedication of the Friends of the Mater has provided over \$46 million in philanthropic donations over 25 years. This support facilitated the monumental \$40 million donation from Mr Greg Poche AO and Mrs Kay Van Norton Poche AO that led to the creation of the Poche Centre, which houses the world-renowned Melanoma Institute Australia. The Friends of the Mater have also committed \$18.5 million to the New Supportive and Palliative Care Centre and Modernised Day Surgery Unit, cementing their impact on specialist care.

## Fostering global collaboration and knowledge sharing

Our donors have also been instrumental in fostering global collaboration that directly benefits our patients and staff.

Through the generosity of our donors, the American Australian Association (AAA) Clinical Exchange continues to thrive. This year, clinicians and researchers from St Vincent's took part in prestigious placements at world-leading institutions like Stanford University, Mount Sinai Hospital, and the Mayo Clinic, bringing back new skills and knowledge which are already enhancing care for Australian patients.

This includes nurses Annabel Horne and Dr Nicola Straiton, who participated in the inaugural Delta Goodrem Foundation AAA Clinical Exchange in Nursing, supporting our goal to expand cancer services, particularly in emerging cellular therapies such as CAR-T cell treatment. As Cancer Stream Manager Annabel Horne shared, *"This exchange was an amazing professional development opportunity, made possible because of the visionary donors who believe in collaboration and innovation."*





## Empowering our workforce and leaders

Philanthropy continues to shape the future of our workforce, particularly our dedicated nurses, who are at the very heart of compassionate care. The Delta Goodrem Foundation Angels & Heroes Nurse Program recognises nurses across the country for their dedication and commitment, supporting their professional development and postgraduate studies. Established by singer and songwriter Delta Goodrem after her treatment at St Vincent's Hospital Sydney, the Foundation was expanded in May 2025 to benefit nurses nationally, giving back to the community that supported her recovery. Further opportunities to develop exceptional nursing leadership are available with the expansion of the Margaret Cunningham Leadership Academy, equipping 90 nurse leaders with the skills and confidence to guide their teams and drive innovation in patient care. Additionally, generous donors across all three foundations have funded postgraduate nursing scholarships, such as the St Vincent's Foundation Victoria Nursing Excellence Scholarship Fund, supporting nurses and midwives in developing and furthering their knowledge and studies, ensuring our nurses gain specialist knowledge and experience to provide the very best care.



## How philanthropy is driving our future innovations

In 2024, we proudly celebrated the 40th anniversary of St Vincent's Curran Foundation, a milestone that marks a legacy of extraordinary generosity. Our donors answered the call with incredible enthusiasm, contributing a record \$50.1 million over the past year. This outstanding support is a testament to the community's trust in our mission and their belief in our vision for the future of compassionate, world-class healthcare. Furthermore, the St Vincent's Curran Endowment, which began with a modest \$500,000 gift, has now grown to over \$53 million.

This enduring fund provides a stable and sustainable source of support, enabling us to plan for the long term, invest in innovation, and respond to emerging needs with confidence and agility, ensuring a legacy of healing, hope, and humanity for generations to come.

*Pictured: Charles Curran AC, Honorable Nick Greiner AC, Honorable Chris Minns MP, Richard Haddock AO and Belinda Hutchinson AC.*

“

Thanks to the unwavering commitment of generous individuals, families, community groups, and philanthropic partners, St Vincent's can advance clinical excellence, embrace innovation, and work tirelessly to create a better and fairer health system for all.

# CEO, Chair and Trustee message

For more than 165 years, St Vincent's has been inspired by the spirit of the Sisters of Charity to deliver compassionate and excellent care. What began in 1857 with our first hospital has grown into a national network of public and private hospitals, aged care facilities, research institutes, and health care delivered in the home and virtually. Today, 30,000 dedicated people live our mission every day, caring for more than 2 million Australians each year.

Health and aged care face immense pressures – from an ageing population and workforce shortages to chronic illness and rising costs. Yet alongside these challenges lie extraordinary opportunities through research, innovation, and technology. St Vincent's has always been a place of leadership and progress, and once again we are called to transform care so that every person receives the dignity, compassion, and excellence they deserve.

St Vincent's is not only a place of care but also a leader in medical advancement. Our precincts in Melbourne and Sydney are home to globally renowned partners such as the Victor Chang Cardiac Research Institute and the Garvan Medical Research Institute. We are proud that our clinicians and researchers continue to deliver world and Australian firsts, from pioneering transplants to cutting-edge treatments, driving progress that benefits the entire nation.

## Responding as One St Vincent's

The mission that sustains us also challenges us to adapt. Ageing populations, an increasing burden of chronic disease and rapid technological change are among the challenges Australia's health and aged care systems must respond to.

In 2025, we have responded with agility and resolve.

For our workforce – not only recruiting but also retaining our 30,000 people, supporting their growth and ensuring they feel safe, valued, and supported. For financial sustainability – with rising costs and increasingly complex patient needs, we must remain financially strong, to ensure we can continue serving all who rely on the better and fairer care our services deliver. And for the changing demands of chronic disease – the increase in people living with long-term, complex conditions demands a shift beyond hospital walls to integrated, community-based, lifelong care. St Vincent's is determined to lead this transformation.

## Mission in action

The year also tested and affirmed our mission. Following the passing of Pope Francis, we reflected on his call to compassion in action. We saw this lived out when our teams in Queensland worked tirelessly to protect aged care residents and hospital patients as Tropical Cyclone Alfred approached, many staying overnight to ensure continuous care. These efforts showcased the enduring commitment of our people to ensure safe, continuous care, honouring the extraordinary legacy of the Sisters of Charity.

## Building for the future

Our work this year extended across six areas that define St Vincent's unique contribution: improving health equity, building integrated chronic care platforms, redefining aged care, advancing virtual and at-home care, accelerating research translation, and investing in compassionate leadership. Each reflects our determination to deliver care that is fairer, more connected, and more sustainable.

## Looking ahead

Our mission depends on remaining financially strong and sustainable. Careful financial management in FY25 allowed us to manage cost pressures while investing strategically in digital tools, facilities, and new models of care. None of this would have been possible without the dedication of our 30,000 people. They are the heart of St Vincent's, carrying forward the values and courage of the Venerable Mary Aikenhead and the Sisters of Charity.

The momentum built in FY25 puts us in a strong position for the years ahead. We will continue to take bold steps to fulfil our vision: Better and fairer care. Always.

Finally, we wish to acknowledge a significant transition: this Annual Report marks the last for our retiring Chair, Paul McClintock. On behalf of St Vincent's, we want to thank Paul for his exceptional contributions and tireless commitment to our mission during his tenure.



Mr Richard Haddock AO

Chair  
Trustees of Mary  
Aikenhead Ministries



Mr Paul McClintock AO

Chair  
St Vincent's Health Australia  
Group of Companies



Mr Chris Blake

CEO  
St Vincent's



As Paul concludes his service,  
we warmly welcome Paul O'Sullivan  
as our incoming Chair of St Vincent's,  
whose leadership will be invaluable as we  
navigate the exciting opportunities ahead.



Better and  
fairer care.  
**Always.**

## Our strategy

Our work in FY25 was guided by the unwavering Mission of St Vincent's: to provide care, first and foremost, to the most disadvantaged and marginalised members of our community.

This mission is brought to life through our Vision: to see every person, whoever and wherever they are, served with excellent and compassionate care, by a better and fairer health and aged care system.

Our Group Strategy details the path we take to realise this Vision. The strategy focuses our efforts on three key strategic priorities.

### 1. Enhance Our Impact

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

### 2. Connect Care

Work together, building our shared capabilities and services to create the future of connected health and aged care.

### 3. Transform The System

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

## Our strategic arenas

To ensure continuous progress against these priorities, we focus our efforts on making meaningful contributions across six critical Strategic Arenas. These arenas serve as the core framework for our operational focus, investments, and reporting this year, ensuring our actions directly translate the strategy into measurable impact.



### Health equity

Unique care for underserved populations, addressing inequity and social determinants.



### Healthy ageing

Better care pathways and residences for older people, integrating health, social and care needs.



### Research and innovation

Globally renowned research and innovation, catalysed by cross-sector collaboration in precincts.



### Chronic care platforms

Accessible, holistic and lifelong care platforms for preventing and managing chronic conditions.



### Virtual and at-home care

Advanced virtual/at-home care, with hospitals as hubs, serving local, state and national needs.



### Health leadership

The best leaders in health and aged care in Australia, supported by outstanding training and development.



# A new chapter in better and fairer care

In November 2025 we launched the next stage of our strategy: **Bringing Care Home**. Our five-year plan to deliver Australia's largest virtual and home care system, with half our patients receiving care delivered online or at home.

The breadth and reach of St Vincent's is unmatched – services in health and aged care, private and public, education, research and delivery, in multiple states and nationally.

And we have a strong existing platform of home and virtual offerings to build upon. Our public and private hospitals have home care programs with more than 200 virtual beds in operation and initiatives like our digital mental health platform, This Way Up are already supporting thousands of Australians to lead fuller, healthier lives.

Just as the Sisters of Charity embarked on an ambitious mission to change health care and reach people on the streets and in their homes, St Vincent's is taking an ambitious step forward to reshape Australia's health and aged care systems and deliver better, fairer care to everyone.

By reaching beyond our hospital walls to serve more people at home and online, we're creating a system of care that's more connected, more equitable and more sustainable. A system that better serves our patients, people, and communities. Meeting them where they are with love and compassion. We're redefining the way our facilities work – not as separate silos, but as interconnected precincts woven with research, innovation and connected care, providing new opportunities for our 30,000 people and better care for the people who come to us.

Within five years:

- At least 50% of patient care will be delivered through home and virtual models.
- We will expand our reach to create one million virtual client episodes.
- We will use innovation and technology to improve the patient experience and change the way we care across chronic conditions, ageing, and hospital services.
- We will reduce inequity with these new precinct and home care capabilities and our unique focus on those most vulnerable.
- We will use the power of our existing facilities, networks and our 30,000 talented people to build thriving, dynamic precincts of excellence, research and collaboration.

## Our three domains of care



### Acute

Hospital grade care at home improving the end-to-end experience, treatment and recovery for those with acute conditions – enhancing patient outcomes and improving hospital productivity.



### Chronic

Helping people prevent, detect, treat and live well with chronic conditions at home – empowering people, reducing hospital visits and improving long-term outcomes.



### Ageing

Supporting ageing Australians to receive high-quality care at home or in their RAC facility – minimising hospital transfers and enabling quicker returns from hospital stays.

## Supported by

- Transforming our precincts and facilities as locations of excellence, research, education and collaboration.
- A new digital end-to-end experience for our patients, residents and people.
- Industry-leading clinical command and delivery.



## Our six key arenas

Health equity

Healthy ageing

Research & innovation

Chronic care platforms

Virtual and at-home care

Health leadership



# Health equity

At St Vincent's, our commitment to health equity is a core component of our mission and a guiding principle woven into the fabric of our organisation. We recognise that true healing goes beyond treating illness, it requires addressing the systemic inequalities that create barriers to care. For St Vincent's, justice means ensuring every person, regardless of their background, identity, or circumstances, can access the compassionate and high-quality healthcare they deserve. Our work is driven by a deep sense of responsibility to the community, with a focus on creating a health system that is not only effective, but also fair and welcoming to all.

## Our reconciliation journey

St Vincent's continues its commitment to leading genuine reconciliation in Australia with the launch of our third Stretch Reconciliation Action Plan (RAP) in 2025. Developed in close partnership with Aboriginal and Torres Strait Islander leaders, staff, and communities, this new plan builds upon our previous efforts. Over the past five years, we nearly doubled the number of Aboriginal and Torres Strait Islander team members at St Vincent's and increased our procurement from Indigenous-owned businesses. While we are proud of these achievements, we recognise that our journey is far from over.

The new Stretch Plan prioritises three key goals: delivering enhanced clinical and wellness outcomes for Aboriginal and Torres Strait Islander peoples; improving recruitment, retention, and development of team members; and strengthening culturally safe practices across all our public and private hospitals and aged care services through education. This RAP is a clear statement that reconciliation is a collective responsibility, deeply embedded in our strategy, our culture, and our core value of justice.

## Connecting care for regional first nations patients

Building on the principles of our RAP, we have taken proactive steps to support First Nations patients in rural and regional Victoria. This year, we introduced an Indigenous Multidisciplinary Team consultation service to provide neurosurgical assessments for patients with chronic neurosurgical conditions in the Shepparton and Echuca areas. Our neurosurgeons collaborated with local practice managers and general practitioners to identify patients who would benefit from a neurosurgical review.

We worked to remove barriers to care for regional First Nations patients by reducing both the need and cost for travel. Our neurosurgeons travelled to local communities and provided virtual consultations at times which suited patients, rather than arbitrarily set by our system. We also introduced bulk-billing arrangements with local radiology services to further improve access.

The program has already achieved meaningful outcomes – resulting in 47 consultations, with four patients undergoing surgery, two scheduled for surgery, and 29 provided with conservative management plans.

“

For us, justice means ensuring every person, regardless of their background, identity, or circumstances, can access the compassionate and high-quality healthcare they deserve.

## Leading with compassion during cyclone Alfred

In March 2025, as Tropical Cyclone Alfred threatened North Stradbroke Island, the community spirit of St Vincent's came to life. With residents and staff at Nareeba Moopi Moopi Pa – the island's only aged care facility – facing imminent danger, our teams mobilised swiftly and decisively to support their evacuation and ensure everyone's safety.

In a powerful demonstration of teamwork and resilience, more than 50 St Vincent's staff from clinical care, catering, cleaning, governance, finance, and supply teams worked side-by-side to deliver safe, continuous, and dignified care to Moopi Moopi residents, successfully accommodating 10 residents at St Vincent's Private Hospital Brisbane at Kangaroo Point.

With Brisbane itself pummelled by the cyclone, many staff camped at the hospital for five days to provide round-the-clock support, while regular updates kept families connected throughout the crisis. This extraordinary collaboration exemplifies St Vincent's mission in action – putting people first, even in the most challenging of circumstances – and stands as a testament to the courage and commitment of our people.

## Sisters of Charity Centenary

In May 2025, we proudly marked 100 years of the Sisters of Charity's service in Brisbane and South-East Queensland. This milestone was celebrated with a special photographic exhibition at St Vincent's Private Hospital Brisbane, recognising their enduring contributions to health, education, aged care, and community service, and reaffirming our commitment to continuing their mission in Queensland. From the opening of St Vincent's Private Hospital Toowoomba in 1922, made possible through the generosity of the Darling Downs community, to the opening of Mt Olivet Hospital (now St Vincent's Private Hospital Brisbane) in 1957 after years of determined fundraising by Mother Giovanni Ackman, the Sisters' legacy is evident in every step of our history. That journey continued in 2001, when the Sisters of Charity and the Holy Spirit Missionary Sisters welcomed the first patient to St Vincent's Private Hospital Northside, heralding a new era of private healthcare for Brisbane's northern suburbs.



## Our six key arenas

Health equity

Healthy ageing

Research & innovation

Chronic care platforms

Virtual and at-home care

Health leadership

# Accessible and inclusive care

## Leading digital mental health

St Vincent's celebrated a significant achievement with the announcement of a \$7.3 million grant from the Australian Government for our digital mental health service, THIS WAY UP. This pivotal three-year investment will help sustain and expand the platform, which has already supported more than 300,000 Australians and is

trusted by more than 38,000 clinicians nationwide. The funding represents a powerful endorsement of our commitment to accessible mental healthcare.

A key focus of this funding is the development of a world-first multilingual service, created in collaboration with Mental

Health Australia's Embrace Multicultural Mental Health Project. This initiative will adapt and translate our proven programs to provide equitable access for culturally and linguistically diverse communities, a population disproportionately impacted by living with mental health conditions.

## Culturally responsive communication

At St Vincent's Hospital Melbourne, a successful trial has led to ongoing improvements in the provision of multilingual post-discharge support for patients with limited English proficiency.

Traditionally, when patients (aged 50 and over) are discharged from the emergency department or the General Medicine Unit, our Health Monitor Service provides post-discharge support through a survey sent by SMS offering follow-up phone calls to help patients manage their health at home and avoid re-presentation. This survey includes ensuring patients understand and can access medications and can connect with

their GP and other community supports. However, it was found that only 16 per cent of non-English speaking patients responded to the Health Monitor SMS, 64 per cent lower than English-speaking patients.

To address this, St Vincent's Hospital Melbourne trialled sending messages in patients' preferred languages. Twelve languages were trialled, including Vietnamese, Arabic, Simplified Chinese, Turkish, and Korean. This change significantly improved non-English speaking patient response rates, increasing from 16 per cent to 33 per cent. Of those who responded, 71 per cent requested a

follow-up call, with an interpreter offered if needed. During the trial, the 28-day re-presentation rate for clients who requested a call dropped from 34 per cent to 20 per cent.

Following the success of the trial, St Vincent's Hospital Melbourne's Health Monitor Service has made it standard practice to send a translated SMS survey message to all patients who nominate a preferred language other than English.

## Caring for people experiencing homelessness

At the heart of our mission, St Vincent's has a long and proud history of caring for people experiencing, or at risk of, homelessness. The Homeless Health Service at St Vincent's Hospital Sydney delivers dedicated, multidisciplinary outreach healthcare to people experiencing or at risk of homelessness in the inner city. The Homeless Outreach Team, Assertive Outreach Team, After Hours Primary Health Care Team, and Community Access & Assessment Team provide free, no-ID/ no-Medicare services directly via drop-in centres, on the street, and within crisis accommodation settings. Together, these teams offer health assessments, treatment, referrals, care coordination and support.

On our Darlinghurst campus, Tierney House offers 12 short-term transitional accommodation beds, providing residents with integrated healthcare and wrap-around support to help stabilise their lives and transition into longer-term housing.

Cultural safety is embedded via Aboriginal Health Workers, and peer support is delivered by staff with lived homelessness experience. Working in strong partnership with local NGOs and homelessness services, the Service is reducing chronic disease escalation, improving access to care, and facilitating pathways to stable housing and ongoing support.

In Melbourne, the Healthcare for the Homeless Department at St Vincent's Hospital continues our proud legacy of providing compassionate care for people experiencing homelessness. This year marked the 30th anniversary of The Sister Francesca Healy Cottage, Australia's first homeless health accommodation service which has provided a safe space for more than 6,000 people to recover from illness or injury. The Cottage provides a home-like environment where Hospital In The Home (HITH) services can be provided for people experiencing homelessness as an alternative to staying in hospital.

This year also marked the 25th anniversary of the Assessment, Liaison and Early Referral Team (ALERT), a multidisciplinary team offering early, comprehensive support for people with complex health and social needs in both the emergency department and community.

For people experiencing chronic homelessness, the Better Health and Housing Program (BHHP) at Sumner House continues to demonstrate lasting impact. Initially established as a COVID-19 pandemic response, this integrated residential and healthcare support program, delivered in partnership with Launch Housing and The Brotherhood of St Laurence, continues to see significant results. An evaluation of BHHP published in early 2025 demonstrated improved health outcomes, reduced ED presentations, and transition to stable housing achieved for the majority of program residents.





## Our commitment to diversity and inclusion

Our commitment to a just and equitable health system extends to celebrating the rich cultural diversity of our staff and the community we serve. This year, following a landmark change to Australia's plasma donation criteria, a group of LGBTQ+ staff from St Vincent's Hospital Sydney were the first to donate plasma. This change, driven by decades of advocacy, reinforces our belief that a diverse and inclusive community is a stronger one. As ICU Nurse Unit Manager Alexander Gunter said, "As someone who has seen the need for blood products first-hand, it's powerful to finally be able to contribute."

We were further honoured for our commitment to LGBTQ+ inclusion at the 2025 Pride in Health and Wellbeing Awards. St Vincent's Health Network Sydney was elevated to Platinum

Service Provider, a new category acknowledging continued excellence in inclusive care. For the second consecutive year, we were also named Service Provider of the Year.

These awards, along with our participation in the 2025 Mardi Gras Parade, are a testament to the dedication of our staff who ensure St Vincent's remains a welcoming place for everyone. We reaffirm our unwavering commitment to diversity, equity, and inclusion, ensuring that every person, regardless of gender or sexuality, receives the care they need with dignity and respect. St Vincent's is, and will always be, a safe haven for all.

## Our six key arenas

Health equity

Healthy ageing

Research & innovation

Chronic care platforms

Virtual and at-home care

Health leadership



# Healthy ageing

As the needs of Australia's ageing population evolve, our commitment to ensuring excellent, equitable, compassionate care remains unwavering. We've embraced a new vision for healthy ageing, moving beyond traditional care to a holistic approach that empowers individuals, fosters dignity, and improves quality of life. Our strategy is focused on setting a new standard for the sector, prioritising evidence-based practice and compassionate, person-centred support. The following demonstrates how we are innovating to meet the complex and changing needs of older Australians, reinforcing our legacy of care for generations to come.

## Heartprint: embedding compassion in every moment

At St Vincent's Care, we believe that providing an outstanding residential experience begins with a deep commitment to our philosophy of compassion and connection. That philosophy – the Heartprint model of care – is embedded across our residential aged care services, fostering a culture of dignity, respect and person-centred care. Throughout the year, residents and staff have continued to share "Heartprint Moments," authentic expressions of care that bring this philosophy to life. These moments captured the profound impact Heartprint has on individual wellbeing, community connection, and the overall culture of our homes. St Vincent's Care earned a highly commended honour in

the Service Transformation category at the Inside Ageing's 2024 Future of Ageing Awards and to ensure our model continues to deliver meaningful, evidence-informed outcomes, the St Vincent's Care team commenced a collaborative research project with Australian Catholic University (ACU) to formally evaluate Heartprint's impact. The initiative was made possible through the successful award of an Australian Catholic University Stakeholder Engaged Scholarship Unit grant. This partnership reflects our unwavering commitment to continuous improvement and helps set a new benchmark for the sector.



## Demonstrating excellence and building trust

This approach has translated into exceptional performance. In 2024–25, St Vincent's Care achieved its highest occupancy year on record, with Residential Aged Care at 96.68 per cent and Retirement Villages at 94.64 per cent. These results are not just a reflection of market demand; they are the product of a strategic five-year journey.

Behind these outcomes lies a true team effort. Welcoming a new resident is a significant and emotional journey for them and their loved ones. Our admissions teams, in close partnership with our care delivery staff, are dedicated to making this transition as gentle and seamless as possible. Together, they've reimaged the admissions process to be smoother and more welcoming experience, ensuring every family feels supported and confident from their very first conversation with us.

This collaboration, supported by continuous improvement in our processes, has lifted occupancy and enhanced the admissions experience for residents and families, helping us build communities that feels like home. This combination of strategy, teamwork, and process excellence has delivered outstanding results and positions us strongly for the future.

Our dedication to excellence has also been recognised externally. St Vincent's Care's video series, *Celebrating You*, went beyond traditional marketing to celebrate the humanity and contributions of our residents and staff, setting a new benchmark for storytelling in the sector. Recognised for its excellence in customer experience and positive ageing, the campaign has won multiple awards from leading industry bodies, including The CX Awards (2025), Catholic Health Australia (2024), Future of Ageing (2024), and Ageing Australia Award (2025).

By amplifying the stories of those in our care, *Celebrating You* has not only elevated the St Vincent's brand but has also influenced the broader sector and inspired sense of pride in our community.

This culture of leadership extends to our individual team members. David Martin, St Vincent's Care's Hotel Service Manager and Executive Chef Manager for Victoria and NSW, was honoured by Ageing Australia as the winner of the Individual & Innovation Leadership Category, selected from more than 500 nominations nationwide. This prestigious recognition reflects David's leadership in driving innovation, fostering a culture where new ideas thrive, and challenging the status quo to improve outcomes for residents. David's award not only underscores his personal excellence but also reflects St Vincent's Care's broader commitment to cultivating leaders who embody our mission and set new benchmarks for the sector.

## The geriatric emergency department program

Our commitment to healthy ageing extends beyond our facilities and into the broader healthcare system. As Australia's population ages, emergency departments are seeing a growing number of older patients. To address this, St Vincent's Hospital Melbourne (SVHM) has introduced a Geriatrician in the Emergency Department (GED), a specialist role to rapidly assess older patients and support them to receive care in the most appropriate setting. This GED identifies those who can be safely

treated at home with community support or in rehabilitation, rather than being admitted to hospital.

This innovative approach aligns with patient preference to avoid hospitalisation and reduces the risk of hospital-acquired complications. It also helps free up acute hospital beds for those who need them most. In its first year, the GED program safely diverted 49 per cent of patients who were initially planned for acute admission,

preventing nearly 150 hospital stays and saving close to 1,000 acute bed-days. Two-thirds of these patients were able to return home with support, while the rest began rehabilitation immediately. The GED program is now a permanent part of SVHM operations, providing a practical, compassionate solution to a major public health challenge and cementing our role as a leader in systemic healthcare improvement, delivering better outcomes for patients, families, and the health system as a whole.

“

**We've embraced a new vision for healthy ageing, moving beyond traditional care to a holistic approach that empowers individuals, fosters dignity, and improves quality of life.**



## Our six key arenas

Health equity

Healthy ageing

Research & innovation

Chronic care platforms

Virtual and at-home care

Health leadership



# Research & innovation

In a constantly evolving healthcare landscape, St Vincent's believes that excellence requires more than just adaptation, it requires innovation. The needs of our patients are becoming more complex, requiring us to be one step ahead, anticipating the challenges of tomorrow and pioneering solutions today.

This commitment to innovation is a fundamental expression of our mission, driving us to push the boundaries of medical science and reimagine how care is delivered. The following examples showcase how we are embracing this challenge, transforming bold ideas into life-changing realities and setting a new standard for a healthier future for all.

“

By enabling access to cutting-edge technologies, we continue to lead progress to improve patient outcomes and redefine the future of cardiovascular care in Australia.

## Pioneering the future of heart health in Australia

Building on the legacy of pioneering heart health, from the visionary work of Dr Victor Chang to Australia's first heart transplant, St Vincent's continues to drive breakthroughs that are shaping the future of cardiac care. In the past year, our teams have achieved multiple, high-impact clinical milestones.

### Australian first - EV-ICD Implant

Australia's first extravascular implantable cardioverter-defibrillator (EV-ICD) procedure was successfully performed at St Vincent's Private Hospital Fitzroy. This marks a significant leap forward in treating life-threatening heart rhythm disorders.

The pioneering surgery was led by Associate Professor Uwais "Wes" Mohamed, a specialist in electrophysiology (EP). For Associate Professor Mohamed, the successful EV-ICD implantation represents

the culmination of a career dedicated to the heart and advancing cardiac innovation.

The EV-ICD represents a dramatic shift in how defibrillators are implanted. Unlike traditional devices, which require leads to be placed directly inside the heart, the EV-ICD lead is positioned beneath the breastbone, outside the heart and vascular system. This less-invasive approach is designed to reduce the risk of long-term complications associated with leads inside the heart.

### Global firsts in artificial heart technology

Our commitment to innovation also extends to life-saving mechanical assist devices:

#### BIVACOR Total Artificial Heart

In late 2024, St Vincent's Hospital Sydney became the first hospital outside the US to successfully implant a BIVACOR Total Artificial Heart. This revolutionary titanium device, designed with a single moving part to eliminate mechanical wear, represents a new frontier in heart care. The patient – under the expert care of Professor Chris Hayward and his team – was the first in the world to be successfully discharged with the device. After more than 100 days, the longest period for a BiVACOR patient, they received a life-saving donor heart transplant.

#### CorWave LVAD

In another world-first, the St Vincent's Sydney heart transplant team, led by Dr Paul Jansz, implanted the CorWave Left Ventricular Assist Device (LVAD), a French-invented device. This major technological

milestone uses a unique, undulating 'membrane technology' inspired by the swimming motion of aquatic animals, to mimic the natural pulse of a healthy heart. It represents a new physiological approach to help prevent heart failure until a long-term transplant can be found.

These historic milestones, made possible by the generosity of the St Vincent's Curran Foundation, demonstrate our commitment to innovation and to offering new hope to patients and their families.

These historic procedures, underscores St Vincent's commitment to supporting clinicians and researchers at the forefront of medical advancements. By enabling access to cutting-edge technologies, we continue to lead progress to improve patient outcomes and redefine the future of cardiovascular care in Australia.



## World first robotic surgery treats throat sarcoma

St Vincent's Hospital Melbourne (SVHM) has performed a world-first surgery using two advanced robotic systems in a single procedure. Surgeons successfully operated on a 27-year-old patient with a throat sarcoma, using the da Vinci and Symani robots in combination.

This dual-robot approach allowed for the complete removal of a deep-seated tumour while preserving the patient's voice box, an outcome that would have been impossible with traditional surgery. The da Vinci provided precision for internal incisions, and the Symani robot was used for meticulous microsurgery, repairing vessels less than a millimetre wide.

As the first hospital in Australia and one of only 19 global sites with the Symani system, SVHM is solidifying its position as a leader in clinical innovation. This pioneering procedure showcases how our surgeons are pushing the boundaries of what is possible, leading to enhanced patient outcomes, lower recovery times, and reduced surgical impact.



## Our six key arenas

Health equity

Healthy ageing

Research & innovation

Chronic care platforms

Virtual and at-home care

Health leadership

## Australia's first ever clinical trial of psychedelic assisted therapy

The results of Australia's first ever clinical trial of psychedelic-assisted therapy have confirmed the treatment led to rapid and sustained reductions in depression and anxiety for its participants, along with improved quality of life and increased spiritual wellbeing.

The trial, undertaken by St Vincent's clinical psychologist, Dr Margaret Ross, and psychiatrist, Dr Justin Dwyer, is the first in the world to offer psilocybin-assisted therapy to patients with non-malignant, life-threatening conditions such as motor neurone disease and advanced heart disease, as well as cancer.

The results are now published in the General Hospital Psychiatry journal, contributing to the growing body of evidence around the benefits of psychedelic-assisted therapy.

*"For people facing advanced illness with few treatment options for their psychological distress, this approach offers something potentially life-changing,"* Dr Ross said.

*"Our study indicated that psilocybin-assisted therapy can reduce depression and anxiety but also improve quality of life, mental health and spiritual and personal wellbeing. It didn't just reduce psychological suffering; it also promoted positive interpersonal relationships and psychological states,"* said Dr Dwyer.

## Enhanced recovery after surgery (ERAS) in bariatrics

St Vincent's Private Fitzroy proudly became the first private hospital in Australia to be recognised as an Enhanced Recovery After Surgery (ERAS) provider for Bariatric Surgery. The ERAS program, an internationally recognised, evidence-based initiative, was implemented through a partnership with Encare, a Swedish-based company. The program was driven by a dedicated multidisciplinary team of surgeons, physicians, anaesthetists, nurses, and allied health staff. For patients, ERAS provides significant benefits including shorter hospital stays, improved recovery, reduced fasting times, earlier return to eating and drinking, early mobilisation and earlier removal of tubes and catheters. This achievement marks a significant step forward in delivering world-class, patient-centred care in bariatric surgery.

## Driving innovation in patient rehabilitation

The Mater Private Hospital was proud to showcase a truly unique and impactful inpatient rehabilitation innovation: the Car Transfer Station. Conceived by our occupational therapist Matilda Freeburn, this device – built from a repurposed Ford ute – directly addresses a challenge of getting patients safely in and out of a vehicle, which can be difficult and cause anxiety for patients recovering from major orthopaedic surgery.

Thanks to a generous donation from the Bernard Curran Foundation, the team brought the concept to life by mounting a ute's cab on a forklift, allowing for height adjustments to simulate various car types, from sedans to SUVs. This provides patients with a safe, realistic environment to practice the specific techniques needed for a smooth recovery. The Car Transfer Station builds confidence and helps patients regain the independence necessary for a timely and safe return home. Patient Terry Martinesz said the experience was a "10 out of 10," giving him the assurance he was able to go home just days after his surgery. This creative solution exemplifies our commitment to holistic, patient-centred care and finding innovative ways to improve recovery outcomes.

## Automating pathology for faster safer diagnostics

St Vincent's Hospital Melbourne revolutionised its Pathology Department with a new automated track system. Previously, the lab team manually handled up to 3,000 samples a day. Now, an automated 99-metre track system uses tiny, motorised carriers to transport samples between testing machines and robots. This process handles everything from de-capping to analysis and storage.

This technology allows for faster, safer, and more reliable diagnostic services by reducing human touchpoints. It also has the ability to automatically route specimens based on the tests required, making the process more efficient. Designed for scalability, the system will expand as the lab's needs grow, helping to future-proof pathology services at St Vincent's Hospital Melbourne.

“

Our clinically led, campus-wide approach is delivering better patient outcomes and addressing the most pressing challenges in healthcare on a national and global scale.



## The future of healthcare – the Fitzroy healthcare precinct

If St Vincent's is to continue its pursuit of medical and aged care achievements, it needs to have a long-term plan for its infrastructure. St Vincent's is leading the transformation of its Fitzroy precinct, a campus-wide approach to expand our delivery of world-class healthcare, research, and education. As a key partner with the Royal Eye and Ear Hospital, the Aikenhead Centre for Medical Discovery (ACMD), Australian Catholic University, and the University of Melbourne, we are reimagining our campus to provide highly specialised services and innovative care models, breaking down traditional silos and fostering a culture of cross-disciplinary collaboration.

Progress is already being made with two major projects completed this past year – including the opening of a new 12-level hospital tower at St Vincent's Private Hospital Fitzroy. This game-changing facility features advanced operating theatres for robotic and image-guided surgery, a spacious Intensive Care Unit, a new chemotherapy/day infusion centre, along with luxurious birthing suites and specialised units for neurosciences, orthopaedics, and cardiology. The new tower is a hub for high-acuity care, bringing specialised services together in a state-of-the-art environment.

In addition, the ACMD is soon to open as Australia's premier biomedical engineering research accelerator. This 11-storey centre brings together leading experts from diverse fields to fast-track research translation, from the lab bench to the patient bedside. The ACMD includes state-of-the-art infrastructure, specialised labs, and advanced equipment like the Halifax Radio stereometric analysis (RSA) X-ray system – a highly precise technique that measures the micro-motion of orthopedic implants by using multiple X-ray images with marker beads to reconstruct the implant's position in 3D space – and a Human Kinetics lab to deliver groundbreaking medical solutions.

By connecting these vital hubs and supporting virtual and at-home care, our clinically led, campus-wide approach is delivering better patient outcomes and addressing the most pressing challenges in healthcare on a national and global scale. This new chapter is a testament to our enduring mission of providing the highest quality healthcare, now and for generations to come.



## Our six key arenas

Health equity

Healthy ageing

Research & innovation

Chronic care platforms

Virtual and at-home care

Health leadership



# Chronic care platforms

At St Vincent's, our commitment to chronic care is a central pillar of our mission, moving beyond episodic treatment to supporting patients in every stage of their health journey. Chronic conditions require more than a single point of access. They need a cohesive system that unites expertise, research, and support in a seamless, patient-centred model. This year, we've focused on pioneering new chronic care platforms, ensuring our services are not only cutting-edge but also holistic, accessible, and evidence-based, improving both quality of life and long-term outcomes. The following examples showcase how we're turning this vision into action.

## Leading the way in prostate cancer care

A leading example of how we are transforming the way we approach chronic diseases is in our new model for prostate cancer. This year, we proudly opened the first integrated prostate cancer centre in New South Wales, offering a comprehensive, no-cost, "one-stop shop" for public and private patients. The new \$4.3 million NELUNE Men's Health Centre brings together all key services, from urology and radiation oncology to dedicated nurses, physiotherapists, and psychologists under one roof. This model is a game-changer for men's health, making it easier for patients to access the full continuum of care while improving long-term outcomes and ensuring equitable access to world-class treatment. The centre has already made a profound impact, seeing more than 500 patients in its first 12 months. This facility was made possible through the visionary philanthropic support of the NELUNE Foundation and St Vincent's Curran Foundation donors.

Our leadership in prostate cancer extends beyond clinical care into cutting-edge research. St Vincent's is proud to be part of a groundbreaking national research initiative to transform care for men with advanced prostate cancer. This program will fast-track a new targeted alpha therapy, a next-generation treatment using world-first radiopharmaceutical technology. St Vincent's Hospital Sydney's Professor Louise Emmett is co-leading the clinical trials, drawing on the hospital's long-standing commitment to innovation in nuclear medicine and patient-centred research. This \$18 million initiative, funded by the Medical Research Future Fund (MRFF), brings together leading experts from across Australia to combine cutting-edge radiopharmaceutical technology with cellular biology expertise. Professor Emmett's work will help transform how metastatic prostate cancer is diagnosed and treated, aiming to improve survival and quality of life for men across the country.





## St Vincent's joins the fight against lung cancer

St Vincent's is taking a leading role in the national fight against lung cancer. Following the launch of the National Lung Cancer Screening Program, both of our public hospitals have streamlined access for high-risk individuals to get screened. In Sydney, a new lung nodule assessment clinic has opened, established by Dr Ji Moon, to assess high-risk individuals after a low-dose CT scan. This new service is designed to catch cancer at its earliest, asymptomatic stage, which dramatically improves survival rates.

Meanwhile, the respiratory team at St Vincent's Hospital Melbourne has partnered with St Vincent's Private Radiology to offer eligible patients bulk-billed scans with minimal wait times. This initiative is an exciting step toward reducing lung cancer mortality and exemplifies our commitment to making world-class care accessible to all.

“We've focused on pioneering new chronic care platforms, ensuring our services are not only cutting-edge but also holistic, accessible, and evidence-based.”

## Innovative clinics for rare and complex conditions

Building on our “one-stop shop” model, St Vincent's Hospital Melbourne is reinforcing its dedication to long-term chronic care with two groundbreaking clinics for rare and complex conditions.

A new, specialised Amyloidosis Clinic provides a comprehensive, multidisciplinary service “for patients, bringing together a team of experts to deliver coordinated, cutting-edge treatment. This integrated approach ensures patients receive seamless care throughout their healthcare journey, from diagnosis to ongoing management. The clinic is also working to increase awareness among clinicians to improve early diagnosis and access to new therapies.

In a world-first, St Vincent's Hospital Melbourne also launched the Scleroderma Palliative Care Clinic to address the significant unmet needs of patients with this rare condition. The clinic offers early, integrated support that combines specialised medical care and symptom management but also vital psychosocial and spiritual care. This unique and compassionate model has proven to be in high demand, demonstrating the success of St Vincent's Hospital Melbourne's person-centred approach to chronic illness.



## Our six key arenas

Health equity

Healthy ageing

Research & innovation

Chronic care platforms

Virtual and at-home care

Health leadership



# Virtual and at-home care

The lessons of recent years have reshaped the future of medicine, accelerating a shift toward more flexible, patient-centric models of care. At St Vincent's, we have embraced this evolution, leveraging the rapid advancements in digital health and technology to extend our reach beyond the hospital walls. We are harnessing the power of virtual care, artificial intelligence, and remote monitoring to meet people where they are, providing seamless, high-quality care in the comfort and familiarity of their own homes. This strategy is a testament to our commitment to innovation, ensuring that St Vincent's remains at the forefront of a healthcare landscape defined by accessibility, convenience, and a truly personalised patient experience.

## Our digital future

Before pioneering new models of care, we have been building a strong digital foundation. We continued investing in the essential technology and digital infrastructure which underpin modern healthcare. This included completing our Cyber Security Uplift Program to strengthen defences against evolving threats, and making significant progress modernising our core telephony and network systems. We're also developing new data and analytics capabilities – including AI and predictive models – to improve experiences for both patients and staff. This foundational investment will enable all our innovative at-home care programs, building the digital ecosystem required for safer, smarter, and more connected healthcare delivery.

## Hospital in the home – a network wide approach

St Vincent's is a national leader in providing hospital-level care in the comfort of a patient's own home. This year, our Hospital in the Home (HITH) services across Sydney and Melbourne expanded significantly, demonstrating our commitment to meeting patients where they are and growing care in community settings.

In Sydney, HITH operates as a medically-led, admitted service providing acute care at home. Since July 2021, HITH activity has grown by 124 per cent, with a 13 per cent increase in annual activity for FY24/25. Health Roundtable data (April 2024–March 2025) highlights the service's success: HITH accounts for 8.5 per cent of the hospitals total episodes of care, with 46 per cent of admissions classified as high complexity, leading NSW on both measures. This service also supports vulnerable populations, with 70 per cent of patients over 65 years of age, and works in close collaboration with St Vincent's Sydney's Aboriginal and Torres Strait Islander, homeless health, mental health, and drug and alcohol teams.

In Melbourne, St Vincent's Hospital Melbourne (SVHM) continues to expand its HITH and subacute services to meet the growing demand for hospital-equivalent care at home. Between May 2024 and May 2025, SVHM delivered 11 per cent of admitted bed days – more than 2,600 patients – in their homes. This represents a 13 per cent increase on the previous year and substituted over 24,000 hospital bed days,

freeing up acute beds for those who need them most. Building on this success, new initiatives are underway to further reduce preventable hospitalisations by delivering acute care safely in the patient's home.

The Private Rehab at Home initiative experienced significant growth throughout the year, extending our at-home care model into the private sector. Originating from a public-private pilot designed to address elective orthopaedic waiting lists in Melbourne, the service now collaborates with eight private hospitals across Victoria, NSW, and Queensland. Over the past year nearly 500 patients benefited from the program across 1,750 face-to-face and 497 virtual post-surgical physiotherapy sessions after hip and knee surgery. The program helps patients return home sooner, allowing them to recover within the comfort of their own environment, instead of an inpatient rehabilitation setting. Many participants have commented on the convenience and flexibility of the model, which offers tailored face-to-face, virtual, or hybrid rehabilitation options. With an average participant age of 65, and with many based in regional areas or with limited mobility, this program provides an accessible and flexible alternative to inpatient rehabilitation. Clinical outcomes and patient experience scores show strong functional recovery and high levels of satisfaction among participants. Building on this success, additional home-based and virtual programs are now in development.

“

We are proud to be leading the way toward a future where hospital-quality care is available wherever it is needed most.

## Leveraging AI and digital pathways

St Vincent's is harnessing artificial intelligence to transform healthcare, using technology to enhance both patient well-being and operational efficiency. The strategic use of AI is helping us pioneer new solutions that reflect our mission of human-centered care.

To address social isolation in aged care, we have partnered with Healthily to pilot an AI voice tool. The service conducts regular phone calls with residents, offering a range of conversational prompts to foster a sense of connection to the wider world. This innovative pilot has not only proven to be a valuable tool for combating loneliness but is now being explored for its potential to detect early signs of cognitive decline, transforming a companion tool into a proactive resource for early intervention.

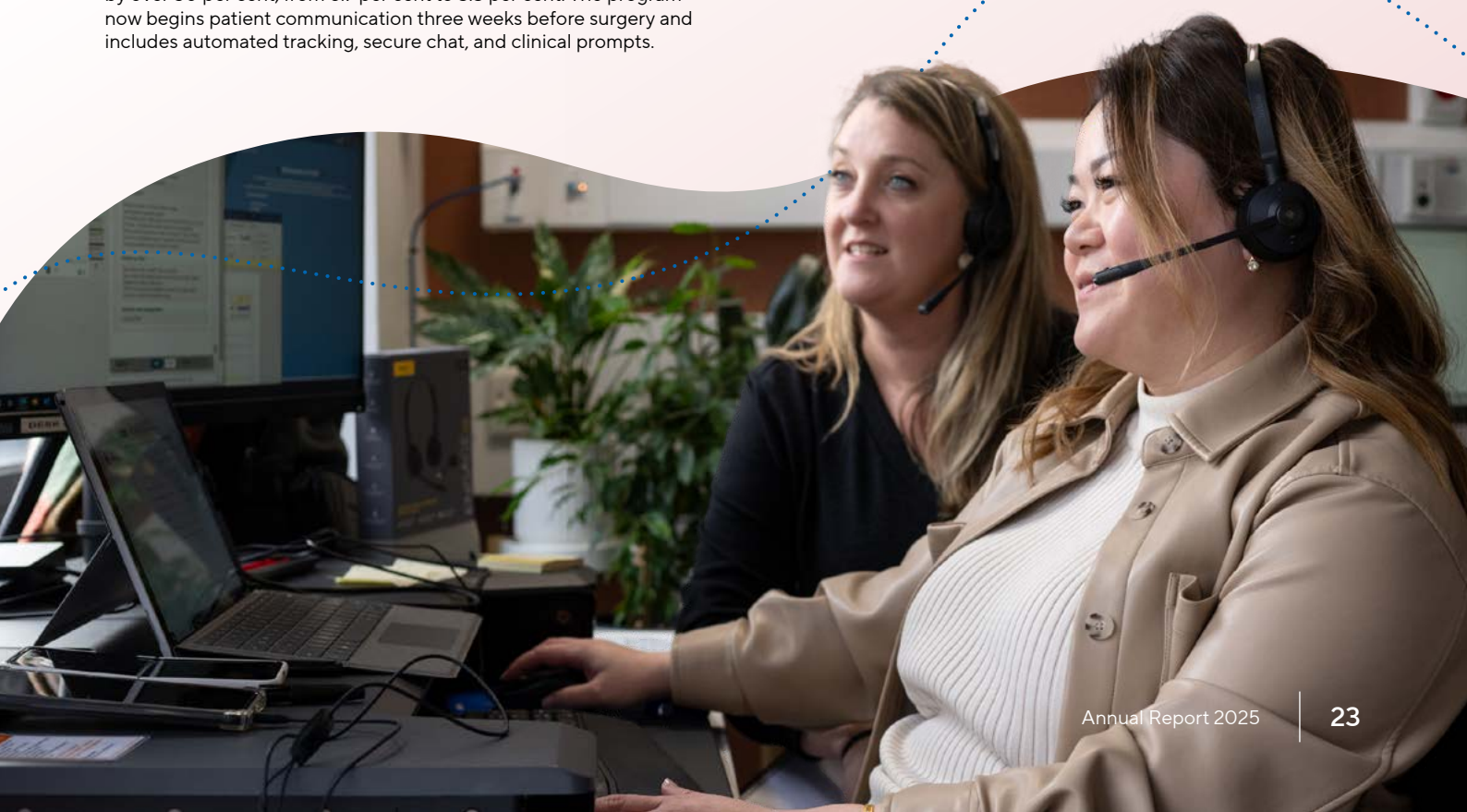
AI is also helping us streamline the patient journey from within our hospitals. Our teams have developed new AI-driven tools that analyse vast amounts of real-time and secure patient data, allowing staff to identify patients who may be suitable for our at-home care programs, including District Nursing, Rehab at Home, and the Heart Failure team. This innovation dramatically reduces manual case-finding time, ensuring patients can transition from the hospital to the comfort of their own homes more quickly and seamlessly.

The Pre-Operative Digital Surgical Pathway (PDSP) at St Vincent's Health Network Sydney has successfully transformed how we manage elective surgery waitlists. Co-designed with patients and clinical teams, the digital system – built on the Care Monitor platform – replaced a manual paper-based process with proactive, automated communication through a mobile app. This new approach has led to remarkable improvements: timely care for Category 2 patients improved from 85 per cent to 93 per cent and for Category 3 from 81 per cent to 95 per cent. Day-of-surgery cancellations also dropped by over 50 per cent, from 6.7 per cent to 3.3 per cent. The program now begins patient communication three weeks before surgery and includes automated tracking, secure chat, and clinical prompts.

With 100 per cent surgeon onboarding and strong clinical engagement, the PDSP has created a scalable model and laid a scalable digital foundation that aligns with our broader health strategies, demonstrating how co-designed innovation can improve efficiency, reduce risk, and enhance the experience for both patients and staff.

A new virtual chemotherapy day unit at SVHM has also been established to support patients with blood cancer. This groundbreaking clinic significantly enhances care options by enabling a range of subcutaneous medications to be administered at home by patients or their carers, all under the real-time virtual supervision of SVHM's Myeloma Clinical Nurse Coordinators. This approach not only allows patients to remain in the comfort of their homes, reducing the time and cost associated with travel, but also frees up capacity in the in-person chemotherapy unit for those who are not eligible for self-administration. Patient satisfaction surveys have consistently shown that those using the virtual service rated it as excellent and would recommend it to others, reinforcing the value of this patient-centred innovation.

By focusing on a human-centered approach to digital transformation, St Vincent's is not just adopting new technology; we are fundamentally improving how we deliver care. This strategic vision allows us to create more connected, convenient, and compassionate healthcare experiences for our patients. We are proud to be leading the way toward a future where hospital-quality care is available wherever it is needed most.



## Our six key arenas

Health equity

Healthy ageing

Research & innovation

Chronic care platforms

Virtual and at-home care

Health leadership



# Health leadership

Building on the compassionate foundations laid by the Sisters of Charity, St Vincent's has always been defined by purposeful and visionary leadership. In a rapidly evolving healthcare landscape, our focus extends beyond meeting today's challenges to anticipating tomorrow's needs. True excellence requires constant focus, bold thinking, new strategic partnerships, and an innovative culture. This year, our leadership has been defined by our proactive approach to shaping the future of care, from convening national experts through our first National Heart Summit, to pioneering new technologies and strengthening our position ourselves as a trusted authority.

What truly distinguishes St Vincent's as a leader in healthcare is our people. Our team's dedication and shared mission don't just elevate our performance but continually inspire progress across the organisation. When our staff feel empowered and heard, they become catalysts for innovation, excellence, and compassion – setting new standards in Australian healthcare.

This year we have continued to focus on the collective impact of our diverse St Vincent's community by regularly bringing together leaders from our hospitals, aged care and virtual divisions to work on leading healthcare improvements for our patients and residents.

This commitment to breaking down silos and developing a 'One St Vincent's' approach to our work has been warmly embraced by our people. This year's "Have Your Say" employee survey recorded its highest-ever participation rate of 51 per cent and a record-high engagement score of 75 per cent, with results that have improved in every category each year since 2022. This places St Vincent's in the top quartile of best health workplaces nationally and internationally. We're especially proud of the 16 per cent increase in engagement among our nursing workforce since 2022. These results demonstrate our people's deep commitment to meaningful work and a shared purpose of providing the best possible care to every patient and resident. While we have made significant progress, we know there is more work to do, and we will continue to listen and improve together in the years ahead.

## Celebrating excellence

### The inaugural national 2024 St Vincent's People Awards

We proudly launched the first national St Vincent's People Awards in 2024, honouring the people who embody our commitment to delivering Better and Fairer Care, Always. From more than 700 nominations nationwide, our winners represent the passion and

innovation demonstrated across Queensland, NSW and Victoria. Hosted by CEO Chris Blake and Chief People and Culture Officer Rebecca Roberts, and generously sponsored by HESTA Super, the event recognised those who are truly transforming healthcare.



#### Chairman's Award – Associate Professor Dion Forstner

Associate Professor Forstner is a key leader in cancer care at St Vincent's Hospital Sydney. He was instrumental in developing the hospital's Cancer Services Strategy and driving the Cancer Flagship within the Sydney Health Innovation Precinct. Nationally, he advanced patient care by successfully leading the implementation of a new Medicare Benefits Schedule for radiation oncology. He currently serves as President of the Clinical Oncology Society of Australia.

#### Always award *Employee of the year QLD* – Simmy Thankachan

Simmy is a dedicated, hardworking and knowledgeable leader, committed to excellence. Her approachable and compassionate nature fosters a positive work environment that helps others reach their full potential. Simmy's outstanding clinical expertise and willingness to share her knowledge make her an invaluable asset to her team, residents and St Vincent's.





### Always award *Employee of the year NSW* – Matilda Freeburn

Matilda is always seeking ways to enhance patients' hospital experience, even going so far as to decorate their rooms. Matilda's contributions in service development, clinical excellence, and compassionate staff mentoring are remarkable. She truly exemplifies St Vincent's values, treating every patient like family.



### Always award *Employee of the year VIC* – Mustapha Elafari

Mustapha consistently goes above and beyond. Whether preparing specific meals for patients, helping new team members or revising recipes, his dedication to improving our patient experience is unwavering. Mustapha emphasises teamwork and appreciation for his colleagues, and his permanent smile and "can-do" attitude inspires those around him.

### Everyday heroes award *Volunteer of the year* – Gloria Muller

Gloria has been a dedicated and selfless volunteer at Open Support for more than 10 years. She is described as kind, generous, committed, thoughtful and someone who embodies the spirit of volunteering.



### Deadly award – Fredrick "Tom" Faulkner

Tom, a skilled Aboriginal Health Worker at St Vincent's Hospital Sydney's Homeless Health Service. He is a passionate advocate for culturally appropriate care, approaching every person with respect and a genuine desire to work with them. Tom excels at creating a safe environment where patients feel seen and heard.

## Mission in Practice

The **Better Health and Housing Program** is an integrated service that supports people who are experiencing both homelessness and co-occurring health conditions to access health and housing support under one roof. More than 70 residents have entered the program, with meaningful health, housing, wellbeing and hospital utilisation improvements achieved.

## Enhance our Impact – Patient and Resident Care

The **Geriatric Medicine Clinic and the Cognitive Dementia and Assessment Service** provide outstanding care to clients, carers and families. This has included implementing e-prescribing for authority scripts and developing referral pathways for patients to receive Medicare bulk billed MRIs.

## Enhance our Impact – Operational Excellence

The **True North – Nursing Workforce Team** has demonstrated exceptional leadership and innovation in transforming nursing recruitment, retention and engagement. They reduced their vacancy rate and converted many agency and casual staff into permanent roles, resulting in significant cost savings and a more stable workforce.

## Connect Care – Integrated Impact

The **Rehab at Home PIPES Partnership** developed a connected care pathway for more than 550 elective surgery cases through the Department of Health's Public in Private Elective Surgery program. It has informed the creation of a national Rehab at Home program, which is now supporting several of our private hospitals.

## Transform the System – Community Impact

The **Homeless Health Team** has several initiatives underway to support people experiencing homelessness. In January, they introduced Sydney's inaugural temporary cooling centre, offering relief from high temperatures to individuals facing social disadvantages. The team also take their mobile clinic all over inner Sydney, running 11 clinics and caring for about 120 people each month.

## Transform the System – Global Impact

The **OLAM Trial** is a \$2.2 million research project to help people withdrawing from methamphetamine. This research team will conduct a clinical trial using a stimulant medication which has the potential to reduce withdrawal symptoms and become the first treatment for methamphetamine withdrawal in the world.

## Our six key arenas

Health equity

Healthy ageing

Research & innovation

Chronic care platforms

Virtual and at-home care

Health leadership

## St Vincent's National Heart Summit

Every significant breakthrough in healthcare begins with people coming together. This principle was the driving force behind the inaugural St Vincent's National Heart Health Summit, a landmark event which united more than 250 of Australia's top cardiac care professionals and researchers from across the St Vincent's network in May 2025. By joining forces, participants fostered innovation and directly addressed critical gaps in heart health, a key focus of our strategy to manage chronic diseases.

The summit featured powerful presentations from our leading cardiac clinicians, alongside distinguished guests including Dr Daniel Timms, the founder of BiVacor and inventor of the first artificial heart, and Maneesh Goyal, CEO of the Mayo Clinic, who joined as an international plenary speaker.

The event was made possible thanks to the unwavering support of the St Vincent's Curran Foundation. Through the remarkable generosity of its donors, the foundation has raised an incredible \$41 million for the St Vincent's Heart Lung Innovation Fund since 2014, a testament to a shared vision for a healthier future.

We extend special thanks to our generous partners: Summit Partner Medtronic, the JW & M Cunningham Foundation, AGB Creative, and our travel partners Accor and ABC Travel.

A pivotal outcome of the summit was the formation of the National Heart Health Alliance – which will drive key initiatives, including developing innovative at-home care models using our expert knowledge to support patients remotely. By leveraging cutting-edge technology and data analytics, we can monitor patient health, provide personalised advice, and intervene proactively, all while patients remain in their own home. This not only enhances patient experience and outcomes but also better manages in-hospital services. By advancing these remote and digital care models, we are not only pioneering new ways to manage cardiovascular disease but also strengthening our commitment to addressing one of the nation's most pressing chronic health challenges. This proactive, collaborative approach continues a legacy of excellence and innovation that began with our Sisters of Charity over 165 years ago.



Our goal is simple: to transform heart health in Australia for the better.







## Our six key arenas

Health equity

Healthy ageing

Research & innovation

Chronic care platforms

Virtual and at-home care

Health leadership

## A global standard of care

For the fifth consecutive year, St Vincent's private hospitals have been ranked number one in Australia by Medibank customers in the annual Patient Reported Experience Measures Survey (PREMS) for overnight patients. Across every one of the 10 categories - from nurse and doctor communication to pain management, cleanliness, and patient recommendation - our hospitals were voted number one.

We also received the highest Net Promoter Score (NPS), a global benchmark of patient satisfaction in healthcare. However, the real benefit of this metric is empowering staff with information - both the score and written comments - to deliver local improvement. This commitment to embedding the patient voice in daily management was showcased on the international stage at the Stanford Healthcare Conference, where St Vincent's Dr Jane Evans presented our work "Enhancing Customer Value Through Real-Time Patient Voice in Daily Management", winning best abstract.

These results reflect the dedication of our people - clinicians, nurses, allied health teams, support staff, and administrators - across all 10 of our private hospitals in NSW, Victoria, and Queensland. Facilities including St Vincent's Northside, Toowoomba, East Melbourne and Fitzroy consistently outperformed their peer hospitals, with Northside and the Mater Sydney scoring 10 points higher than their counterparts in medicine-related communication. St Vincent's private hospitals also achieved outstanding results in the internationally

recognised Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey. This standardised tool captures patient perspectives on key aspects of care, providing us with a clear benchmark for our performance against leading global institutions.

Combined, our private facilities rank in the top 25 per cent internationally for the "Rate the Hospital" measure: the proportion of patients rating their experience as nine or 10 out of 10. Individual facilities also achieved remarkable results: St Vincent's Private Community Hospital Griffith and St Vincent's Private Hospital Sydney ranked in the top ten per cent internationally, while St Vincent's Private Hospital Toowoomba, St Vincent's Private Hospital Brisbane, St Vincent's Private Hospital Werribee, and the Mater Hospital, North Sydney all achieved results within the top 25 per cent.

Our performance in areas such as doctor communication and care transitions also remained exceptionally strong, with scores in the top 10 per cent of international benchmarks.

In an evolving and often challenging healthcare environment, we remain deeply committed to compassionate care, clinical excellence, and purposeful service. We're proud to lead the way in Australian private healthcare - and even prouder to be trusted by those we serve.



## Australia's first tier 1 private hospital EMR

St Vincent's has achieved a landmark milestone in our digital transformation journey with the successful rollout of the foundational Meditech Electronic Medical Record (EMR) across our 10 private hospitals. This historic implementation is the first of its kind in Australia, making us the first private hospital group to launch a leading EMR on a single, unified platform. This new system is a fundamental step in our mission to deliver safer, more integrated clinical care. By providing a single source of truth for patient information – from medical history to allergies and radiology – the EMR streamlines operations and significantly improves the experience for our patients, staff, and clinicians. It reduces the risk of human error, enhances communication among care teams, and empowers clinicians with real-time, comprehensive data to make informed decisions.

This achievement advances our position in digital health and reflects our unwavering commitment to using technology to provide the best possible care for our community. The new EMR is a testament to our team's dedication, with countless hours of training and collaboration ensuring a seamless transition. Building on this momentum, we have already partnered with key external bodies to extend this digital transformation to our public hospitals. We are now working towards launching EMR systems at our hospitals in Melbourne and Sydney, ensuring a high-quality, seamless standard of care across our entire health network. This will break down traditional silos, allowing for better care coordination, and a more holistic approach to patient management.

## Strengthening our relationships with GPs

Our commitment to clinical excellence extends beyond our hospital walls. During the year, the private hospital division successfully launched a new General Practitioner (GP) education program, St Vincent's Elevate. This initiative is a key component of our strategy to be recognised as the most trusted clinical education authority across the healthcare community. Through our partnership with the RACGP, St Vincent's provides GPs with top-tier clinical education and extensive opportunities to interact with St Vincent's specialists face-to-face and online.

Since its launch in late 2024, St Vincent's Elevate has drawn significant participation from GPs and specialists across Australia,

with close to 1,000 GPs subscribing to the service and more than 150 specialists contributing clinical education content and/or participating in online education forums. This collaborative model ensures that our educational offerings are both relevant and practical. With ambitious plans for new educational formats in emerging clinical areas, as well as personalisation options for every GP, the St Vincent's team aims to make Elevate the industry's pre-eminent clinical education program. This will not only elevate the skills of GPs nationwide but also strengthen the bond between our specialists and the primary care physicians who are on the front lines of patient health.

## Aged care legislative reform

In preparation for the upcoming legislative reforms and new Aged Care Standards, St Vincent's has demonstrated strong leadership, strategic foresight, and operational readiness. A robust roadmap and extensive work plan were developed, supported by a dedicated task force established to lead and implement the necessary changes. As part of our sector leadership, we were invited to partner with the Department of Health, Disability and Aged Care to pilot accreditation evidence tools, providing valuable feedback that helped shape the national process. This proactive engagement reflects our commitment to excellence in clinical

governance and service standards. Importantly, our involvement in this initiative also demonstrates the confidence and recognition the Department places in St Vincent's Care as a high-performing Approved Provider. With a strong foundation and the expertise of our senior team, we are well-positioned to not only maintain high compliance but to set a new benchmark for safe, high-quality aged care. This commitment to being a leader, not just a follower, is central to our mission and ensures that St Vincent's continues to deliver very best care to our most vulnerable community members.

“

We're proud to lead the way in Australian private healthcare - and even prouder to be trusted by those we serve.

# Environment, social and governance

St Vincent's operates as a purpose-driven social enterprise where success is defined by our positive impact on both people and the planet. Our Environment, Social, and Governance (ESG) strategy is integral to our operations, guiding us as we deliver resilient health and aged care services and navigate the risks of a changing world.

This commitment is underpinned by a robust governance framework, including:

- A dedicated ESG champion at the Board level;
- Firmly established ESG outcomes and targets within our St Vincent's 2030 strategy; and
- A cross-functional ESG Working Group of senior leaders and dedicated ESG committees within our hospitals and aged care facilities to translate strategy into action.

“

Our clinicians prioritise the needs of vulnerable patients and strive to enhance their opportunities to escape conditions that undermine their dignity and quality of life

## Environment: Fostering a healthier planet

St Vincent's plays a critical role in providing and improving people's health every day and we have the same responsibility when it comes to reducing our environmental footprint given the links between health and the environment.

### Reducing our carbon footprint

Recognising our responsibility as a low carbon climate resilient provider we have committed to reducing our carbon emissions, building climate resilience, and embedding sustainability across all aspects of health and aged care delivery. Over the past year, we have made progress in implementing our environmental sustainability strategy, driving reductions in emissions, waste and resource use while strengthening our capacity to respond to the health impacts of climate change.

Reducing carbon emissions from energy use remains a central focus of our sustainability agenda. During the reporting year, we completed the decommissioning of St Vincent's Hospital Melbourne's co-generation plant, investigated battery energy storage solutions for our Queensland private hospitals, and data analytics energy management systems for our aged care facilities. We generated 6400 kWh of energy from our solar systems which is equivalent to powering 640 homes each year, with an additional 30 KW system installed on the St Vincent's Melbourne carpark. Together, we have contributed to a 4.9% reduction in carbon emissions compared with our baseline year (2023) avoiding approximately 3000 tonnes of CO<sub>2</sub>-equivalent annually. Together, we have contributed to a 12% reduction in carbon emissions compared with our baseline year (2023) avoiding 7,500 tonnes of CO<sub>2</sub>-equivalent annually.





## Minimising waste and building a circular economy

We have continued to focus on waste reduction across the organisation, aimed at reducing waste generation, improving segregation of different types of waste, and diverting materials from landfill. We have increased participation programs that reprocess single-use medical instruments and repurpose equipment where clinically appropriate. We saved over 3500 kgs of plastic going to landfill by swapping plastic kidney dishes to more sustainable products in our theatres. As a result of these combined efforts, 14 per cent of total waste was diverted from landfill.

Our supply chain represents one of the largest components of our carbon footprint, encompassing everything from pharmaceuticals and medical equipment to food and transport. To address this, we have been collaborating with our procurement team to develop a Sustainable Procurement Policy that embeds environmental, social, and ethical considerations into our purchasing decisions.

## Empowering our people

Our people are central to achieving sustainable health and aged care. Through our sustainability working groups, communities of practice, and steering committees we have empowered staff to identify and lead environmental initiatives within their teams. We completed our role in the national pilot of the new National Safety and Quality Standards Healthcare Sustainability and Resilience module; St Vincent's Hospital Melbourne held its first Environmental Sustainability Forum and Green Champions award ceremony; and this year's Reconciliation Action Plan conferences were decentralised, resulting in reduced interstate travel and associated carbon emissions, approximately 34 tonnes.

## Future planning and resilience

Successful funding grants with the NSW and Victorian Governments have seen our first Net Zero Roadmap for St Vincent's Private Hospital Sydney and feasibility studies developed for electrification for St Vincent's Hospital Melbourne and our private hospitals in East Melbourne, Fitzroy, and Werribee.

Strong governance underpins our sustainability achievements. Environmental Sustainability is a standing agenda item at our Mission, Ethics and Advocacy Committee meetings. Our dedicated ESG Board champion reports at each Board meeting on our environmental performance.

As the impacts of climate change become more pronounced, building resilience into our health and aged care delivery is essential to maintaining safe and quality care. This year we completed a comprehensive climate risk assessment at St Vincent's Hospital Sydney. We also reflected on learnings from Cyclone Alfred which will feed into our physical climate risk assessments.

Our journey towards a low carbon, climate resilient health and aged care provider is both a challenge and an opportunity. The progress achieved this year demonstrates what is possible through leadership, collaboration, and a shared commitment to planetary health. As we continue to deliver high-quality care, we remain focused on minimizing our environmental impact and contributing to a healthier, more sustainable future for our people, patients, residents, and the planet.

## Social: championing human dignity and safety

### Leading the fight against modern slavery

St Vincent's remains at the forefront of the healthcare sector's efforts to combat modern slavery. Healthcare professionals often serve as an early point of contact for modern slavery victims, underscoring the importance of recognising potential indicators and implementing safe and effective intervention strategies.

The St Vincent's Anti-Modern Slavery Project team, in collaboration with organisations such as the Australian Catholic Religious Against the Trafficking of Humans and the Office of the Anti-Slavery Commissioner (OASC), NSW, has developed educational modules designed to equip frontline healthcare staff with the skills necessary to identify patients experiencing various forms of modern slavery, including domestic servitude, debt bondage, forced labour, and sexual exploitation.

Our clinicians prioritise the needs of vulnerable patients and strive to enhance their opportunities to escape conditions that undermine their dignity and quality of life. A pivotal aspect of the Modern Slavery Project is adapting the family violence screening process to include modern slavery identification. This initiative, piloted at St Vincent's Hospital Melbourne, is now being considered by St Vincent's in Sydney, where different identification and response protocols are currently being used.

The pilot project has enabled St Vincent's to identify and support more than 24 survivors of modern slavery. Although this number may appear modest, it is significant given that St Vincent's is the only healthcare system conducting this screening in the region. In the broader context, with only 380 cases identified nationwide in 2024 among nearly 50,000 individuals suspected of exploitation, St Vincent's efforts have had a substantial impact.

Continued support and funding from the Australian Government's Attorney-General's Department, will enable the Modern Slavery Project to enhance clinician confidence and capacity to recognise and address modern slavery exploitation within the national health network over the coming year.

St Vincent's continues to lead the health sector-focused Community of Purpose initiative by the OASC, NSW, titled 'It's Healthy to Fight Modern Slavery'. This initiative aims to drive systemic change across NSW by formulating draft screening protocols for adoption by the healthcare sector and addressing the specific needs of the anti-slavery sector.

# Corporate governance

## St Vincent's Board

The St Vincent'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
- › Resigned 31 July 2025
- Chair – St Vincent's Health Australia Group of Companies (ad hoc)
- Chair – Cyber Security Committee
- Member – Aged Care Committee (ad hoc)



**Mr Paul O'Sullivan**

- › First appointed in August 2019
- › Appointed Chair August 2025
- Chair – Finance and Investment Committee
- Member – Mission, Ethics and Advocacy Committee
- Member – Cyber Security Committee (ad hoc)



**Ms Anne McDonald**

- › First appointed in June 2017
- Chair – Audit and Risk Committee
- Member – Finance and Investment Committee
- Member – Cyber Security Committee (ad hoc)
- Member – Aged Care Committee



**Mr Damien O'Brien**

- › First appointed in November 2019
- Chair – Mission, Ethics and Advocacy Committee
- Member – Audit and Risk Committee
- Member – Research and Education Committee



**Ms Sheila McGregor**

- › First appointed in December 2019
- Member – People and Culture Committee
- Member – Clinical Governance and Experience Committee
- Member – Aged Care Committee
- Member – Cyber Security Committee (ad hoc)
- Member – Digital Health Committee



**Adj. Prof Michael Coote**

- › First appointed in August 2016
- › Resigned 3 August 2025
- Chair – Research and Education Committee
- Member – Clinical Governance and Experience 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



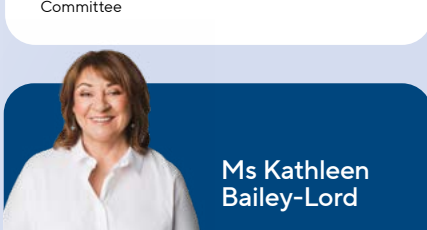
**Ms Jill Watts**

- › First appointed in August 2019
- Member – Finance and Investment Committee
- Member – People and Culture Committee



**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
- Chair – Digital Health Committee
- Member – Finance and Investment Committee
- Member – People and Culture Committee
- Member – Cyber Security Committee (ad hoc)



**Ms Ariane Barker**

- › First appointed in June 2024
- Member – Finance and Investment Committee
- Member – Digital Health Committee

## St Vincent'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**  
Chief Executive Officer



**Dr Robert Marshall**  
Chief Strategy Officer



**Ms Michelle Fitzgerald**  
Chief Digital Officer



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



**Ms Kaylene Gaffney**  
Chief Financial Officer



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



**Adj Prof Pat Garcia**  
General Manager, Public Affairs  
and General Counsel



**Richard Ryan**  
Acting CEO, St Vincent's Private  
Hospitals (from July 2025)



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



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



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



**Dr Katherine Worsley**  
Acting Chief Medical Officer



# Our financials

FY2025 delivered strong operational performance and demonstrated our commitment to the future with \$237 million in capital investment. This spending clearly drives long-term growth and facility modernisation. Although the statutory operating result reflects short-term cost pressures inherent in the current healthcare landscape, the organisation's focus remains on sustained growth, backed by strong core revenue and cash flow crucial for delivering exceptional care.

Despite recording a statutory operating deficit, the underlying financial strength remains solid: the organisation generated a positive cash flow of \$96 million from operations and maintains a substantial \$1.2 billion net asset position. This stability supports a major capital expenditure program designed to secure future capabilities.

Major new investments include:

- **New Private Hospital Fitzroy Tower:** The new hospital tower opened, with \$35 million spent in FY2025. Further expenditure is anticipated in FY226 to complete the operating theatres.
- **ACMD in Melbourne:** The building reached practical completion on June 30, supported by \$43 million spent in FY2025. Commissioning expenditure will continue into FY2026.
- **Technology:** We made significant investments into clinical systems and network infrastructure to build modern platforms for exceptional care delivery.

## Core services and revenue growth

The organisation's core operating services demonstrated solid growth, reflecting community need and the quality of care provided.

- **Core operating revenue:** Patient and resident fees, our primary revenue source, grew by a healthy 3.4% to \$1,135.76 million. All major operating divisions contributed to this increase, supporting 335,585 in-patient admissions and 139,323 emergency department presentations.
- **Funding diversification:** Revenue is strategically diversified across key divisions, providing financial resilience: Melbourne Public (34%), Sydney Public (22%), Private Hospitals (27%), and Aged Care (13%).

The statutory operating result for FY2025 shifted from a \$33.73 million surplus in the prior year to an operating deficit of \$92.90 million. This swing is primarily explained by two factors:

- **Investment in workforce:** While total revenue grew modestly, expenses grew by a higher 4.2%. The key driver was a 6.3% increase in employment expenses (the largest cost component at 62.1% of total expenses). This increase reflects the essential investment required to attract and retain high-quality clinical staff in a highly competitive market, directly safeguarding quality of care.
- **Non-cash variance:** The result was significantly impacted by the absence of a one-off non-cash fair value gain on investment properties in FY2025 (nil), compared to a substantial \$22.56 million gain in FY2024.

Importantly, the operational result, before non-cash items of depreciation and amortisation (EBITDA equivalent), was a positive \$55.64 million, affirming the underlying profitability and effectiveness of services.

## Profit and loss

	Statutory Group		Management Group	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Revenue	3,314,470	3,262,174	3,451,091	3,377,022
Other income	58,358	99,431	23,866	42,055
<b>Total revenue and other income</b>	<b>3,372,828</b>	<b>3,361,605</b>	<b>3,474,957</b>	<b>3,419,077</b>
Employment expenses	2,153,734	2,025,464	2,172,004	2,027,351
Goods and services	978,572	970,278	1,048,124	1,018,757
Finance costs	95,502	93,218	36,680	36,164
Depreciation and amortisation	148,543	176,607	155,910	183,953
Other expenses from ordinary activities	89,379	62,312	151,497	119,219
<b>Total expenses</b>	<b>3,465,730</b>	<b>3,327,879</b>	<b>3,564,215</b>	<b>3,385,444</b>
Share of investments accounted for using the equity method	-	-	1,285	1,255
<b>Operating surplus/(deficit)</b>	<b>(92,902)</b>	<b>33,726</b>	<b>(87,973)</b>	<b>34,888</b>
Capital funding received	21,762	20,392	23,892	21,400
Profit from sale of business	15,963	-	14,214	0
<b>Total surplus/ (deficit)</b>	<b>(55,177)</b>	<b>54,118</b>	<b>(49,867)</b>	<b>56,288</b>
Other comprehensive loss	(3,864)	(1,311)	(5,438)	(4,447)
<b>Total comprehensive income/(loss)</b>	<b>(59,041)</b>	<b>52,807</b>	<b>(55,305)</b>	<b>51,841</b>

## Balance sheet

	Statutory Group		Management Group	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Cash and cash equivalents*	255,835	373,853	272,470	369,917
Trade and other receivables	269,837	227,164	299,588	236,586
Inventories	38,118	37,915	41,987	42,080
Investments*	379,500	344,872	281,893	269,754
<b>Current assets</b>	<b>943,290</b>	<b>983,804</b>	<b>895,938</b>	<b>918,337</b>
Property, plant and equipment	1,918,698	1,830,470	1,926,707	1,845,142
Investment properties	377,257	364,770	374,307	361,820
Intangible assets	168,680	175,369	169,409	177,313
Investments*	214,112	183,851	144,843	112,476
Right-of-use assets	158,295	161,374	158,709	161,443
Other	91,454	86,971	147,460	93,440
<b>Non-current assets</b>	<b>2,928,496</b>	<b>2,802,805</b>	<b>2,921,435</b>	<b>2,751,634</b>
<b>Total assets</b>	<b>3,871,786</b>	<b>3,786,609</b>	<b>3,817,374</b>	<b>3,669,971</b>
Trade and other payables	473,082	436,897	474,773	418,920
Accommodation bonds and payables	878,577	859,866	878,577	859,866
Lease liabilities	11,524	13,113	13,006	12,057
Member loan	6,277	6,154	6,277	6,154
Borrowings	86,447	73,661	3,115	554
Provisions	484,189	461,299	494,100	470,581
<b>Current liabilities</b>	<b>1,940,097</b>	<b>1,850,990</b>	<b>1,869,848</b>	<b>1,768,132</b>
Payables	91,292	50,899	87,237	42,704
Lease liabilities	167,570	167,248	166,402	168,250
Member loan	86,537	87,451	86,537	87,451
Borrowings	309,149	304,634	353,415	298,500
Provisions	70,625	59,829	66,149	61,843
<b>Non-current liabilities</b>	<b>725,172</b>	<b>670,061</b>	<b>759,740</b>	<b>658,748</b>
<b>Total liabilities</b>	<b>2,665,269</b>	<b>2,521,051</b>	<b>2,629,588</b>	<b>2,426,880</b>
<b>Net assets</b>	<b>1,206,517</b>	<b>1,265,558</b>	<b>1,187,786</b>	<b>1,243,091</b>

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



## Statement of operations

	Inpatient Admissions	Residents	Outpatient appointments (eg: specialist clinic appts)	Registered online service users	Episodes of in-home care	ED Presentations	Births	Surgeries	Beds	Headcount
The Mater	35,666	-	-	-	-	-	2,022	21,058	213	1,058
St Vincent's Private Brisbane	3,514	-	-	-	22,652	-	-	833	127	497
St Vincent's Private Community Griffith	2,692	-	-	-	-	-	-	2,114	20	88
St Vincent's Private East Melb	20,421	-	-	-	-	-	-	14,683	158	521
St Vincent's Private Fitzroy	29,354	-	-	-	-	-	2,053	17,612	234	1,359
St Vincent's Private Kew	7,896	-	-	-	-	-	-	7,836	41	139
St Vincent's Private Northside	38,634	-	-	-	-	12,872	-	24,555	227	1,329
St Vincent's Private Sydney	34,293	-	-	-	-	-	-	23,293	310	1,376
St Vincent's Private Toowoomba	21,807	-	-	-	-	18,060	759	16,894	191	906
St Vincent's Private Werribee	8,595	-	-	-	-	-	-	6,029	57	204
<b>St Vincent's Private Hospitals Total</b>	<b>202,872</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>22,652</b>	<b>30,932</b>	<b>4,834</b>	<b>134,907</b>	<b>1,578</b>	<b>7,477</b>
St Vincent's Health Network Sydney	46,145	-	822,718	-	1,698	56,686	-	15,187	480	4,195
St Vincent's Hospital Melbourne	82,190	182	504,353	-	2,750	51,705	-	26,398	882	7,612
<b>St Vincent's Public Hospitals Total</b>	<b>128,335</b>	<b>182</b>	<b>1,327,071</b>	<b>-</b>	<b>4,448</b>	<b>108,391</b>	<b>-</b>	<b>41,585</b>	<b>1,362</b>	<b>11,807</b>
St Vincent's Care Services Qld	-	1,390	-	-	-	-	-	-	1,453	2,301
St Vincent's Retirement Village Qld	-	447	-	-	-	-	-	-	509	6
St Vincent's Care Services NSW	-	537	-	-	-	-	-	-	658	912
St Vincent's Retirement Village NSW	-	180	-	-	-	-	-	-	193	8
St Vincent's Care Services Vic	-	356	-	-	-	-	-	-	449	761
St Vincent's Retirement Village Vic	-	-	-	-	-	-	-	-	-	0
<b>St Vincent's Care Services Total</b>	<b>-</b>	<b>2,768</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,169</b>	<b>3,863</b>
<b>Virtual and Home</b>	<b>4,378</b>	<b>480</b>	<b>-</b>	<b>55,344</b>	<b>68,619</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>404</b>
<b>SVHA Group Offices</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>512</b>
<b>TOTAL</b>	<b>335,585</b>	<b>3,430</b>	<b>1,327,071</b>	<b>55,344</b>	<b>95,719</b>	<b>139,323</b>	<b>4,834</b>	<b>176,492</b>	<b>6,309</b>	<b>24,123</b>

# Our locations



## Our National Services

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



## Victoria

### Our public health hospitals and services

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

### Our private hospitals

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

### Our care services

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

### Research

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

### Foundations

- St Vincent's Foundation (Victoria)



## New South Wales

### Our public health hospitals and services

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

### Our private hospitals

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

### Our care services

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

### Research

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

### Foundations

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

### Retirement Villages

- Auburn
- Heathcote



## Queensland

### Our private hospitals

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

### Foundations

- St Vincent's Foundation Queensland

### Retirement Villages

- Bardon
- Boondall
- Carseldine
- Enoggera
- Mitchelton
- Southport

### Our care services

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



Better and  
fairer care.  
**Always.**



**ST VINCENT'S**  
Better and fairer care. Always.

UNDER THE STEWARDSHIP OF MARY AIKENHEAD MINISTRIES

[svha.org.au](http://svha.org.au)