



ST VINCENT'S
HOSPITAL
MELBOURNE

A FACILITY OF ST VINCENT'S HEALTH AUSTRALIA

Serving Seeing Striving for
something
greater

STRATEGIC SERVICE PLAN

2017 - 2025



A MESSAGE FROM THE CEO

The coming decade presents an exciting opportunity for St Vincent's Hospital Melbourne to cement our role as a vital contributor to Victoria's health system.

As Victoria's only publicly funded, privately owned health care provider, St Vincent's Hospital Melbourne (SVHM) is uniquely positioned to take bold steps to bring about changes to the health and wellbeing of the community.

Together with our partners, we have the talent and resources to spearhead developments in bioengineering by realising our vision for the Aikenhead Centre for Medical Discovery (ACMD). We are passionate about changing the face of ambulatory care with our proposed Rapid Care Centre and we are committed to investing in the services that will deliver the greatest advancements in care, while maximising opportunities to grow our reach.

This Strategic Service Plan has been developed in consultation with the St Vincent's Hospital Melbourne community, including staff, volunteers, consumers and the organisations we partner with. Their voices have helped to shape our vision for the next 10 years, informing the steps we must take to get there.

It is my pleasure to share this plan with you.

Susan O'Neill

Chief Executive Officer
St Vincent's Hospital Melbourne

St Vincent's Hospital Melbourne acknowledges the traditional custodians of this land the Wurundjeri people, and all the members of the Kulin nations. We pay our respects to their elders past and present.

They hold the memories and traditions, culture and hopes of Aboriginal Australia.



OUR STRATEGIC SERVICE PLAN

The roadmap for St Vincent's Hospital Melbourne

This strategic service plan positions St Vincent's Hospital Melbourne (SVHM) to deliver excellence and value to the Victorian community. The plan's key objectives are to:

- Promote SVHM's achievement of its mission and values
- Identify the future role and service models of SVHM to best meet the needs of our community both locally and statewide
- Promote clinical best practice and innovation, delivering safe, high quality and accessible care through the development of best practice service delivery models
- Enable SVHM to attract, develop and retain a high calibre and flexible workforce.

The service plan outlines how SVHM will deliver SVHA's enVision2025 strategy through the clear delineation of St Vincent's as a tertiary provider for Victorians.

Core components of the Service Plan include:

Excellence - Building the profile of a select number of Centres, renowned for delivering superior patient outcomes and setting the agenda in their respective fields.

Opportunities for growth – SVHM will meet the increasing needs of our consumers by investing in the services that are projected to experience the highest growth in demand by 2025, while continuing to provide a comprehensive suite of services to the Victorian community.

Biomedical research – Biomedical engineering is a core capability of SVHM and our partners, and this burgeoning

field promises to shape the future delivery of health care in many specialties. The planned Aikenhead Centre for Medical Discovery (ACMD) is a key enabler for our ambitious translational research agenda and advancing treatments through biomedical engineering.

More responsive integrated care – Our ambition is to stay ahead of the changing needs of patients by implementing innovative, integrated models of care. We will strive to promote new care models that improve access and the experience of our patients – from early intervention and pre-admission through to post discharge and ongoing care. Ambulatory care will be especially harnessed to deliver the next wave of patient-centered, efficient tertiary hospital health care.

Addressing the complex care needs of our priority populations – Continue the Mission of the Sisters of Charity by serving and advocating for the poor and vulnerable, including our five priority populations of patients who are mentally ill, drug and alcohol addicted, homeless, Aboriginal and Torres Strait Islander and prisoners.

Improving the patient experience through better access, superior outcomes and a more efficient and responsive health service is at the core of SVHM's service planning.

ABOUT ST VINCENT'S HOSPITAL MELBOURNE

St Vincent's Hospital Melbourne delivers compassionate care, underpinned by clinical excellence and world-leading innovation.

St Vincent's Hospital Melbourne (SVHM) is one of Australia's most respected providers of public healthcare, with a reputation for compassionate care and world-leading innovation. Our clinical education program is high achieving and award-winning, and our research program has a strong international reputation in translational research and biomedical engineering.

SVHM is part of the St Vincent's Health Australia group, a Catholic not-for-profit healthcare provider which is Australia's 12th largest privately held company. A \$2 billion organisation, the group's 16,000 employees offer more than one million occasions of care a year from 27 public and private hospitals and aged care facilities that stretch along the eastern seaboard. SVHM is one of two premier tertiary teaching hospitals in the SVHA Public Hospitals Division, along with St Vincent's Hospital Sydney in Darlinghurst.

SVHM was founded in 1893 by the Sisters of Charity, who were pioneering and determined in their commitment to offering first-class healthcare to the community, especially the marginalised and disadvantaged. Each successive generation of clinicians and administrators has taken up the mantle, driving the growth of St Vincent's into a premier tertiary academic health service.

Today, SVHM provides a comprehensive suite of medical and surgical services, cancer services, sub-acute care, allied health, specialist clinics, diagnostics, and community and outreach services. The quality of our specialist aged care, palliative care, mental health services, and correctional healthcare is widely recognised. We have three main campuses — St Vincent's Hospital in Fitzroy, and St George's Health Service and Caritas Christi Hospice in Kew — and offer services from another dozen sites across greater Melbourne.

SVHM provides care to people from across Victoria. While our primary catchment takes in four metropolitan municipalities, more than half our patients live beyond these borders, with 11 percent coming from rural and regional Victoria. We also deliver services in communities far beyond Melbourne, including mobile lithotripsy and dialysis satellite centres. Close to 50 percent of our patients come from culturally and linguistically diverse backgrounds.

SVHM has long been at the forefront of healthcare for Victoria's Aboriginal community and is the state's largest metropolitan provider for adults, delivering over 5,000 occasions of care yearly.



OUR STRATEGIC INTENT

enVision2025 represents a 10-year focus for the entire organisation on mission, growth and excellence. It is the roadmap for how SVHM will deliver on our mission to bring God's love to those in need through the healing ministry of Jesus.

This strategy identifies priorities across the broader Group and in the four key areas of our Public Hospitals Division, Private Hospitals Division, Aged Care Division and Research.

Our focus on five populations who live in poverty and with vulnerability includes those in prisons, those who are homeless, marginalised because of mental health conditions, drug and alcohol addicted and Aboriginal & Torres Strait Islander people. We have an opportunity with enVision2025 of seeing something greater in the years ahead by growing this mission.

This growth will give us:

- a more secure future for all our staff to grow their skills and career opportunities
- a higher profile and leading reputation to continue to attract the best health care professionals, and
- a more sustainable base upon which to continue our mission of care and advocacy for the poor and vulnerable.

Through enVision2025 we will be serving, seeing and striving for something greater as we work together towards these shared goals.



enVision 2025

Serving
something
greater

We have been called for over 175 years to serve something greater than ourselves: to bring God's love to those who need it most. Compelled by Jesus' example and that of the Sisters of Charity, we continue to serve those who are poor and vulnerable with deep compassion and unwavering dedication. It's both our heritage and our legacy.

enVision2025 recognises that each staff member carries the success of that mission and strategy in your hearts, your heads and your hands.

Seeing
something
greater

The very heart of our mission inspires us to see something greater. From humble beginnings we have become the largest Catholic not-for-profit health and aged care provider in the country. Growth is in our DNA.

enVision2025 invites us to think big and grow so we can see a much more profound impact in the lives of millions of Australians.

Striving for
something
greater

We have a reputation for constantly striving for something greater as we pursue excellence in everything we do, never satisfied with the current reality. Our mission deserves nothing less than our best - all the time.

enVision2025 will see us drawing on cutting-edge research and experienced staff to deliver outstanding health outcomes in the highest quality facilities.

PUBLIC HOSPITALS DIVISION STRATEGY

The Public Hospital Division's aspiration for 2025 is to continue to be a pre-eminent provider of public health services in Australia, increasing the number of people we serve and bringing integrated and innovative models of care to our patients.

enVision2025 outlines an ambitious but achievable program for growth and leadership over the coming years.

Our strategic priorities across Victoria and NSW are:

- Expand existing facilities in NSW and Victoria; both in ambulatory care and additional inpatient beds
- Establish a footprint in growth corridors via satellite services, new satellite facilities and new hospitals
- Extend our focus and impact on our targeted poor and vulnerable populations to address the social determinants of health, including providing primary care
- Develop Centres of Excellence to ensure SVHA is renowned for excellence in innovation and the best patient outcomes
- Deliver our strategy by building new and strengthening existing partnerships across SVHA Divisions, Government, health care and technology providers and funding partners.



OUR MISSION AND VALUES

Our Mission

As a Catholic health and aged care service our mission is to bring God's love to those in need through the healing ministry of Jesus. We are especially committed to people who are poor or vulnerable.

We draw on the talents of our people and collaborate with others who share our vision and values to continue the pioneering spirit of Mary Aikenhead and the Sisters of Charity. We are committed to providing compassionate and innovative care, enabling hope for those we serve.

Our Values

In all our activities we strive to demonstrate:

Compassion

Accepting people as they are, bringing to each the love and tenderness of Christ.

Justice

Treating all people with fairness and equity so as to transform society.

Integrity

Acting with honesty and truth while ensuring that who we are enables others to flourish.

Excellence

Excelling in all aspects of our healing ministry.



THE VICTORIAN HEALTHCARE SYSTEM CONTEXT

Victoria's health system will continue to face increasing demand.

The Department of Health and Human Services key directions are committed to continuing focus on access to care, prevention, community and primary health services, care in the home and health promotion. To reduce costs and overcrowding within the health system, SVHM continues to work with the Government to ensure Victorians are able to access the health services they need closer to home.

Costs associated with healthcare have significantly increased over the years and are expected to continue to rise. Both the State and Commonwealth Governments have clearly expressed concerns for non-sustainable health expenditure. Policy directions and constrained budgets are driving patients and health care into lower-cost settings, including acute ambulatory centres, community-based satellite centres, outpatients, primary care and the home.

The Victorian Department of Health is developing a new state-wide design, service and infrastructure plan for Victoria's health system to be released in 2017. To guide this plan a set of system design principles have been articulated for Victoria's public health services. They are a fundamental pre-requisite to drafting the Plan and the supporting clinical service stream plans.

The system design principles are:

Victoria's public hospitals have clear role delineations, are geographically coordinated and are well connected to the broader health system.

In this delineated system, roles and responsibilities are clear and each geographic area consists of a number of health services at different levels of capability and capacity working together to ensure access to better care for patients, as close to home as possible.

Where safe and cost effective to do so, services will be delivered outside of the hospital setting.

Enhanced system design and service planning and performance management will release existing capacity in our public hospitals and better distribute new capacity.

This includes through ensuring:

- the service mix within each region is aligned to population need, including re-distributing services where they are no longer viable
- ensuring better utilisation of existing infrastructure (including high cost medical equipment, ICT and e-health)
- that future infrastructure is planned in a way that means it is flexible enough to adapt to new innovation, technological advances and changes in service utilisation and demand over time
- leveraging capacity in the private sector where it is available and practical to do so.

While new capital infrastructure is one way of increasing capacity, non-capital solutions will always be explored first. This includes strengthening demand management strategies (also see principle 2 above) and improving the efficiency of existing services.



An appropriate balance will be considered so that designated tertiary/specialist health services are able to provide access to their local community, while also ensuring access to patients from across Victoria who require the expertise and specialist care they are able to provide.

As part of this, consideration will need to be given to ensuring that patients who do not require specialist work are able to receive this closer to home rather than being directed 'out of area' to a tertiary provider.



The causal relationship between the volume of services being provided and the quality of these services will be reflected in system design and service planning.

Highly specialised, state-wide services will be centralised by the department into a small number of health services.

The prioritisation and distribution of high cost medical equipment across the system will be undertaken by the department.

To ensure decisions are made in the best interest of the entire system, high cost medical equipment (\geq \$2m) cannot be purchased by health services without the approval of the Department (regardless of the funding source).

Implications for SVHM

The future of healthcare will require SVHM to consider both specialisation and the ability to extend care into non-traditional care settings. In response to increasing community demand and in light of the principles that are guiding future system and service development, this Strategic Service Plan recommends a service profile that demonstrates SVHM's strengths, distinctiveness and value within the Victorian health system.

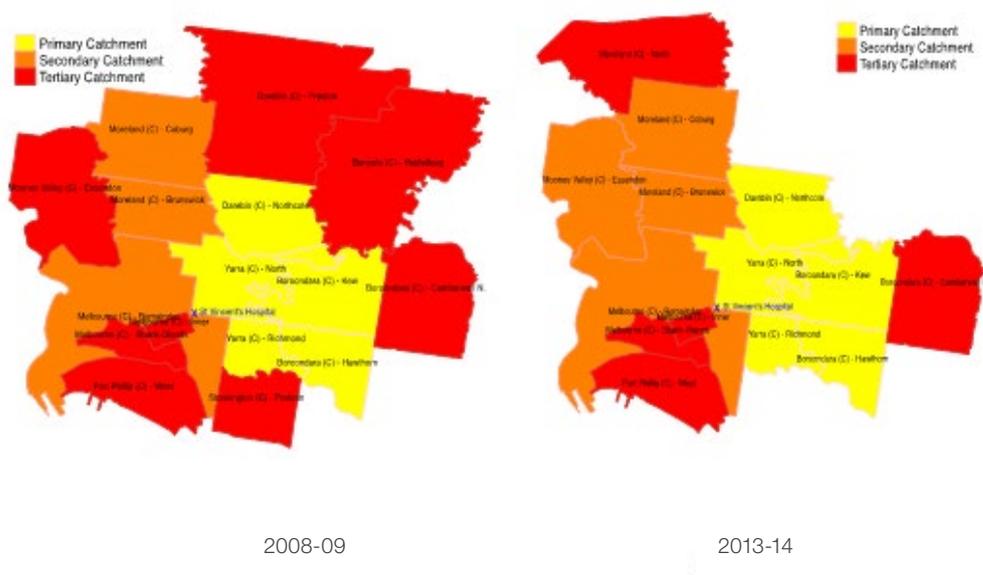
OUR PATIENTS

Understanding where our patients live, enables SVHM to better target our services to best meet their needs.

SVHM is a tertiary healthcare provider, with centrally located facilities.

SVHM's primary catchment has remained largely unchanged in the past five years, however our secondary and tertiary catchments have shifted from our historical east to the northwest (reflecting growth in the north west corridor – see Figure 1).

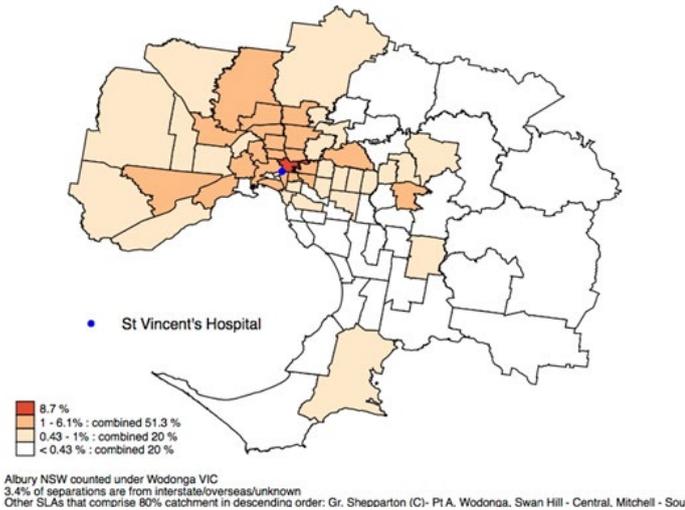
Figure 1 – SVHM Primary, Secondary and Tertiary Catchment Zones



Data Source: VAED and Australian Bureau of Statistics
 Catchment excludes: 1) specialist campuses such as Mercy Hospital for Women, PMCC, RCH, RWH, RDH, RVEEN; and 2) renal dialysis (same-day and overnight) separations.

Figure 2 – SVHM Acute Primary Separations

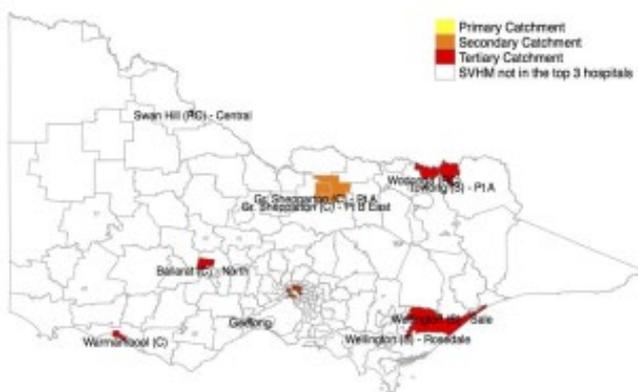
Percentage of acute primary separations in 2013/14



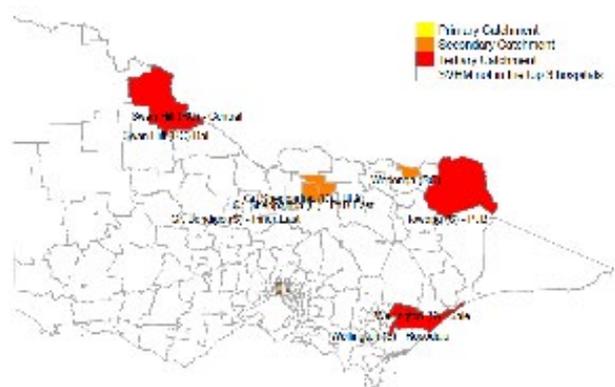
The majority of our inpatients come from the north west of Melbourne which captures two of Melbourne’s three growth corridors (Figure 2).

Due to the organisation’s diverse geographic referral partnerships and reputation, our Victorian regional catchment has expanded. Over the previous six years, SVHM has gained Moreland – North, Swan Hill – Central, Towong and Great Bendigo – Inner East as tertiary catchments (Figure 3).

Figure 3 – SVHM State Catchment Zones



2008-09



2013-14

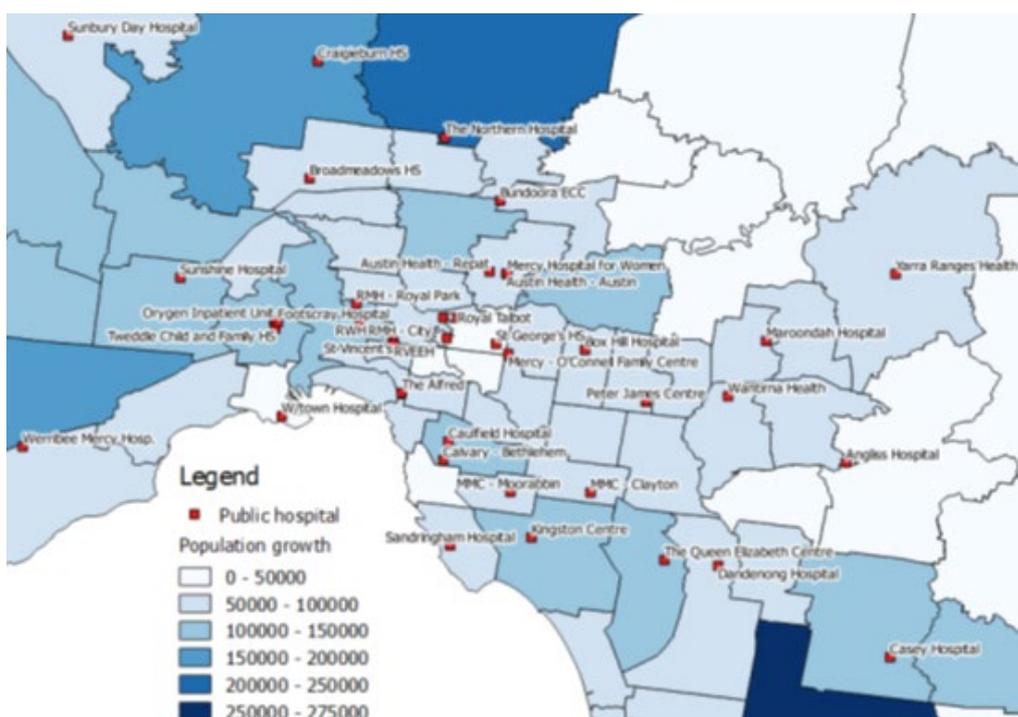
Data Source: VAED and Australian Bureau of Statistics
 Catchment excludes: 1) specialist campuses such as Mercy Hospital for Women, PMCC, RCH, RWH, RDH, RVEEN; and 2) renal dialysis (same-day and overnight) separations.

OUR REACH

The inner city population is growing rapidly for the first time in recent history, representing an opportunity for SVHM to expand services to meet the growing local health care needs.

The population profile of Melbourne has changed substantially in the recent past and is forecast to continue to evolve. The population of Melbourne and the inner suburbs has grown significantly in recent years, increasing by 2.3 per cent annually since 2005. Over the same period, Victoria's population has increased by just 1.75 per cent per year. Melbourne's population is forecast to continue to grow over the next three decades and is expected to reach 6 million by 2031 and around 8 million by 2051, from a current population of 4.4 million.

While the highest growth is forecast to occur in the outer metropolitan areas in the west, north and south east, significant levels of growth are expected in the inner city and suburbs (Figure 4). The inner city localities of City of Melbourne and Fisherman's Bend (Port Phillip LGA) are expected to have high population growth, while some middle suburban locations in the inner east and south east will experience lower growth. In summary, both the primary and secondary catchments of SVHM are forecast to grow rapidly for the foreseeable future.



SVHM's market share in our primary catchment (Yarra – North and Richmond, Darebin – Northcote and Boroondara – Kew and Hawthorn) is relatively low at 46%, reflecting the ready access available to other nearby tertiary and statewide specialist hospitals.

Elective inpatient activity accounts for around 70% of all activity. A high proportion (70%) of this activity was overnight – a figure that continues to grow, supporting SVHM's strategic focus of remaining a surgical tertiary provider.

Gastroenterology, orthopaedics and oncology have been consistently high volume specialty related groups (SRGs) for SVHM. Neurology and cardiology are also traditionally high volume specialties, reflecting high community burden of disease and strong referral relationships to experts at SVHM.

Neuroscience, orthopaedics, gastro and urology have grown faster than the SVHM average over the period 1998/1999 – 2013/2014 (Table 1). Proportionally for SVHM, gastro, orthopaedics and oncology have consistently been high volume SRGs; in recent years neurology is increasing (Figure 5). SVHM Victorian market share is highest for Cardiothoracic Surgery, Neurosurgery, Head & Neck Surgery and Interventional Cardiology (Table 2).

Table 1 – SVHM Top 10 Units by inpatient volume

UNIT GROUP (TO 10 UNITS)	NUMBER OF SEPARATIONS PER FINANCIAL YEAR				RANK IN 2013/14	CHANGE 1998/99 - 2013/14	CHANGE 2008/09 - 2013/14
	1998/99	2003/04	2008/09	2013/14			
TOTAL	38569	48644	52420	54797		142%	105%
NEPHROLOGY	10156	9962	12070	12345	1	122%	102%
EMERGENCY MEDICINE	2738	7588	8483	6715	2	245%	79%
HAEMATOLOGY/ONCOLOGY	4508	4302	4225	4249	3	94%	101%
NEUROSCIENCE	1600	2724	2827	3690	4	231%	131%
GASTROENTEROLOGY	2466	3031	2941	3536	5	143%	120%
CARDIAC SERVICES	2710	3817	3046	3084	6	114%	101%
GENERAL MEDICINE	2593	2018	2629	2837	7	109%	108%
UROLOGY	1715	2165	2094	2437	8	142%	116%
ORTHOPAEDIC	1392	2431	1877	2254	9	162%	120%
PLASTIC SURGERY	1089	1433	1616	1728	10	159%	107%



Figure 5 – SVHM Percentage of separations by top SRGs

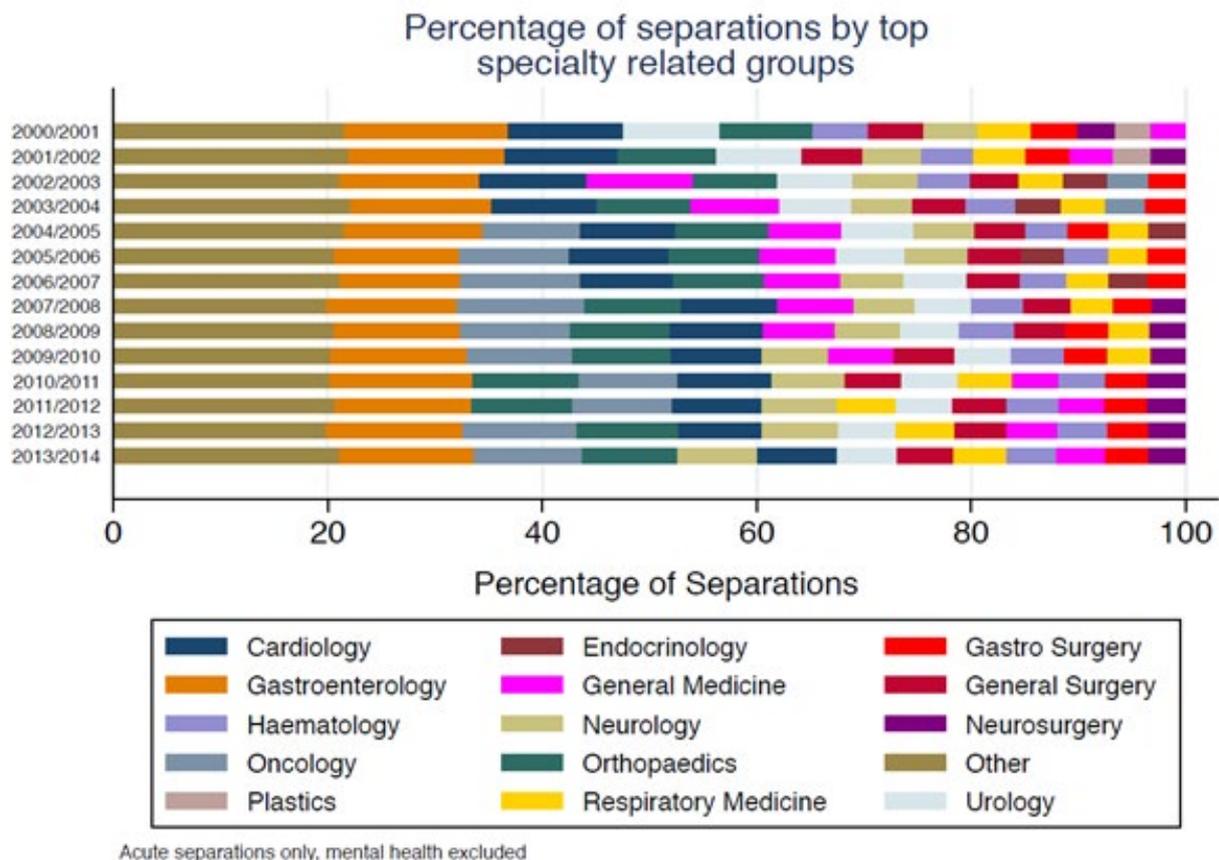


Table 3 – SVHM's Top 10 Market Share by Specialty Related Group (2013/14)

SPECIALTY RELATED GROUP (SRG)	MARKET SHARE (%) 2013/14
CARDIOTHORACIC SURGERY	14
NEUROSURGERY	10.1
HEAD & NECK SURGERY	8.7
INTERVENTIONAL CARDIOLOGY	8.3
RHEUMATOLOGY	8
DERMATOLOGY	7.9
TRACHEOSTOMY	7.3
DRUG & ALCOHOL	6.8
VASCULAR SURGERY	6.6
UROLOGY	5.3
NEUROLOGY	5.2
SVHM AVERAGE MARKET SHARE (ALL SPECIALITIES)	5.0
ENDOCRINOLOGY	4.9
DIAGNOSTIC GI ENDOSCOPY	4.7
GASTROENTEROLOGY	4.7
ORTHOPAEDICS	4.6

OUR FUTURE DIRECTIONS

SVHM projects a significant increase in demand for our services by 2025, particularly from patients with cancer and heart conditions.

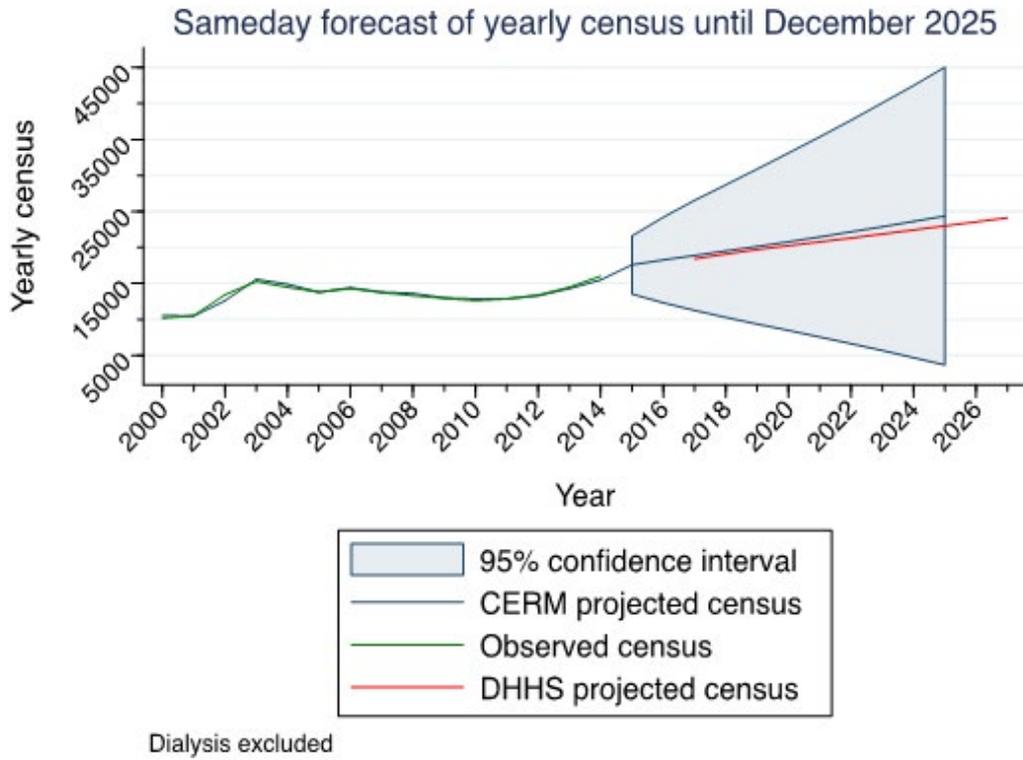
The population profile of Melbourne has changed substantially in the recent past and is forecast to continue to evolve. The population of Melbourne and the inner suburbs has grown significantly in recent years, increasing by 2.3 per cent annually since 2005. Over the same period, Victoria's population has increased by just 1.75 per cent per year. Melbourne's population is forecast to continue to grow over the next three decades and is expected to reach 6 million by 2031 and around 8 million by 2051, from a current population of 4.4 million.

While the highest growth is forecast to occur in the outer metropolitan areas in the west, north and south east, significant levels of growth are expected in the inner city and suburbs (Figure 4). The inner city localities of City of Melbourne and Fisherman's Bend (Port Phillip LGA) are expected to have high population growth, while some middle suburban locations in the inner east and south east will experience lower growth. In summary, both the primary and secondary catchments of SVHM are forecast to grow rapidly for the foreseeable future.

Table 4 – SVHM Forecast for Top SRGs

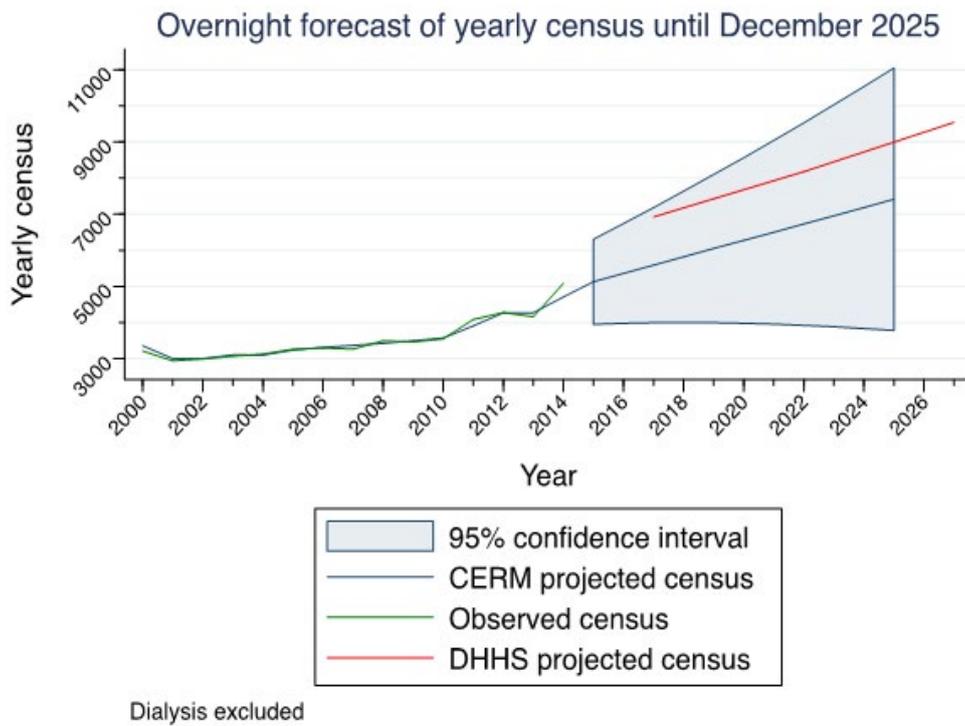
SPECIALTY	2013/14	2017/18	2019/20	2022/23	2027/28	% CHANGE BETWEEN 13/14 AND 27/28
DIALYSIS	11539	11568	11987	12624	13852	20.0%
ORTHOPAEDICS	3848	3991	4172	4412	4810	25.0%
NEUROLOGY	2996	2920	3080	3298	3627	21.1%
NON-SUBSPECIALTY MEDICINE	2745	2207	2309	2434	2661	-3.0%
CHEMOTHERAPY & RADIOTHERAPY	2598	3196	3528	3891	4568	75.8%
NON-SUBSPECIALTY SURGERY	2554	2287	2431	2651	3044	19.2%
DIAGNOSTIC GI ENDOSCOPY	2486	2491	2593	2722	2942	18.3%
CLINICAL CARDIOLOGY	2216	2495	2708	2998	3521	58.9%
UROLOGY	2073	2189	2311	2470	2729	31.7%
RESPIRATORY MEDICINE	1957	2129	2269	2474	2862	46.2%

Figure 6 – SVHM Sameday Forecast



Same day stays are projected to grow around 100/day by 2025 (Figure 6).

Figure 7 – SVHM Overnight Forecast



Overnight stays are projected to grow to around 20 per day by 2025, while multiday stays are projected to remain stable (Figure 7).

Further information can be found in the technical companion document – SVHM Summary Activity Analysis.

PUTTING OUR STRATEGY INTO ACTION

SVHM's strategic service plan articulates how we will align our services with emerging patient needs, the political climate and envision2025.

Victorians are now living longer, with complex health issues. Consumers also have greater expectations around how they access and engage with health services. SVHM must grow and develop our service profile accordingly, if we are to continue to provide responsive, well-integrated care that meets the needs of our immediate catchment, while also providing statewide tertiary referral services to our network of partners in regional health.

Inner city growth, driven by urban renewal programs and the rise in high density living, particularly in the inner north and inner east, will continue to place greater demand on existing health services. Without a corresponding growth in our service, SVHM will not keep pace with our catchment, reducing our ability to deliver efficient and timely access to high quality, sustainable healthcare.

A strong public hospital is also an asset to the broader SVHA group. By building our capacity for innovation, we will reap the benefits of a greater profile, attracting high calibre clinicians and researchers, and growing the volume of patient referrals into our private and aged care services.

SVHM will continue to build our core services that excel in patient care, clinical outcomes and research.

Our strategic service directions offer a more certain and prosperous future for all clinical departments at SVHM. In modern health care, every clinical specialty relies on a number of other specialties to provide the multidisciplinary, integrated care necessary to tackle complex health conditions.

Our intention to target growth towards the high demand specialties and emerging centres of excellence will not only better meet the community's needs, it will allow each clinical unit to grow and develop as part of integrated care clusters.



STRATEGIC COMMITMENTS

Our strategic commitments will position SVHM to meet the future healthcare needs of Victorians.

- 1.** Leverage strategic partnerships for growth – working in partnership with referring health services and St Vincent’s Private, enhancing capacity to respond to a growing (and increasingly complex) patient population.
- 2.** Become a destination for selected world-class treatment, research and training with the newly formed Centre for Digestive Diseases and Centre for Musculoskeletal Care.
- 3.** Lead through advocacy; influencing policy, practice and creating new models of care in Palliative Care and Addiction Medicine.
- 4.** Transform tertiary hospital care by designing reliable, integrated, patient-driven systems of care.
- 5.** Lead the biomedical engineering revolution, developing future treatments through advances in bioengineering, implants, limb and tissue reconstruction.
- 6.** Address the complex care needs of our priority populations, including people who are mentally ill, drug and alcohol addicted, homeless, Aboriginal and Torres Strait Islander and prisoners.

STRATEGIC COMMITMENT 1

Through established and emerging partnerships we will respond to Victoria's metro and regional growth by enhancing capacity and access to tertiary hospital care for the increasingly complex patient population.

We will do this by investing and partnering in new services and facilities in areas of greatest need, together with our partners, and by streamlining patient referrals into our existing centres. Leading with our current high volume services and services that are forecast to grow, these centres will provide access to a greater number of patients.

Well established, high volume services that provide opportunities for closer collaboration between St Vincent's public and private hospitals including neurosciences, cardiac care and surgical oncology will be targeted for growth. DHHS and SVHM forecasting predicts a significant increase in patients requiring these services by 2025 (see page 20). As part of a private company, SVHM is better placed than any in the health care sector to offer public-private sector collaborations to meet growing demand, especially in elective surgical services.

Growth in the inner suburbs fueled by apartment developments in the CBD, inner east and inner north, along with urban renewal programs in Docklands and Fishermans Bend will continue to inform SVHM service provision.

Responding to increased demand for complex tertiary services in metropolitan and regional areas, SVHM has formalised agreements to support Northern Health, Eastern Health, Werribee Mercy, Goulburn Valley Health and Albury Wodonga Health across an increasing number of specialties.

New and innovative models of care will be developed in partnership with community and primary health providers such as Rapid Access Musculoskeletal Care, a project funded by the Better Care Victoria Innovation Fund. SVHM will also explore opportunities to leverage technology, such as telehealth, to offer services directly to patients in their home or in collaboration with our regional health partners.

SVHM will continue to offer a broad spectrum of multidisciplinary care, in more responsive, patient-centred ways to patients across Victoria, particularly in the priority populations identified in our Mission. SVHM will also investigate opportunities to adapt our service profile to better meet the needs of our ageing patient population.



STRATEGIC COMMITMENT 2

Reflecting our distinctive clinical strengths, our Centres for Musculoskeletal Care and Digestive Diseases will become known as national and international destinations for best practice treatment and care.

Our commitment to developing centres of excellence in select areas will provide access to world-class treatment for Victorians in their home State.

The Centre for Digestive Diseases will bring together the breadth of skills and experience of SVHM's gastroenterology, colorectal and upper GI units. As well as being positioned to help manage the high volume and growth in these areas, the Centre for Digestive Diseases will also leverage its internationally recognised clinicians and strong research track record to influence treatment and management of patients with highly complex and debilitating conditions including IBD and viral hepatitis.

The Centre for Musculoskeletal Care will leverage off the strength of SVHM's orthopaedics department, a national referral centre for the management of bone and soft tissue tumours and a designated state referral centre for arthroplasty. SVHM has the largest market share of any Victorian hospital for hip and knee replacements and other orthopaedic surgical procedures. The team has been a recent recipient of both a Better Care Victoria innovation grant and a \$2.5m NHMRC Centre for Research Excellence, recognising the team's commitment to translational research and innovation. The St Vincent's Arthroplasty and Outcomes (SMART) Registry was developed in 1998 to hold demographic and clinical outcomes on over 11,000 patients providing meaningful data to show clinical outcomes.

The ambition for these centres is for them to consistently deliver demonstrably superior clinical and patient experience outcomes benchmarked to other internationally recognised centres. They will add value to the State by tackling both high complexity (low volume) conditions as well as high volume (low complexity) conditions. They are also expected to operate as leaders in clinical innovation, fostering cross-disciplinary collaboration in care to improve the health and wellbeing of patients in Victoria and beyond.



STRATEGIC COMMITMENT 3

Reflecting our longstanding tradition and capability, our Palliative Care and Addiction Medicine services will be thought leaders – building and sharing capability and driving cultural change.

In an environment of service and policy reform, SVHM will also focus on leveraging its core strengths to build the Victorian health system's capability and drive cultural change through advocacy and thought leadership.

The St Vincent's Centre for Palliative Care (operated in partnership with the University of Melbourne) has a compelling mission imperative, caring for patients when they are at their most vulnerable. The Centre has a well-established and recognised reputation in thought leadership and advocacy, including submissions to senate enquires, policy development and the development of national frameworks in dying and end of life care. For nearly 80 years, SVHM has provided compassionate and excellent palliative care at Caritas Christi (Kew) and from this site also provides statewide service supports 24 hours per day, including decision assist and an after hours triage service. SVHM is a member of the Victorian Comprehensive Cancer Centre, and in this role acts as the Palliative Care lead for the partnership. The VCCC Chair in Palliative Care has recently been appointed at SVHM.

SVHM's Department of Addiction Medicine is Australia's longest established centre for the medical treatment of drug or alcohol addiction and the largest Addiction Medicine specialist unit in Victoria. It has solid expertise in caring for vulnerable populations experiencing substance abuse and addiction issues. The work of this multidisciplinary team includes direct patient treatment, research, education/training and policy development and services encompassing acute withdrawal and long-term management. With a strong culture of education, training and teaching from undergraduate student level to senior clinicians across a wide range of professional disciplines, the Department is ideally positioned to tackle the increasing burden of addiction in today's society.

These services will build on their traditions of compassionate and expert clinical care, integrated research and education to bring about innovation. Strongly linked to our Mission, these services will be the thought leaders of their field, providing strong advocacy locally and nationally to contribute to the better health and wellbeing of patients in Victoria and beyond.



STRATEGIC COMMITMENT 4

Our priority is to transform tertiary hospital care, to design and create the next wave of reliable, integrated, patient-driven systems of care.

Improving the experience of the health system for patients requires our health professionals and all staff to be receptive, responsive and creative. Health leaders must create an environment for reform and change by creating supportive environments. We aim to assess everything we do by how it improves the patient experience.

Systematically innovative organisations have new ideas generated and tested everywhere. While not all ideas are successful, a culture of improvement and innovation will reap significant benefits to patients and the organisation's financial sustainability.

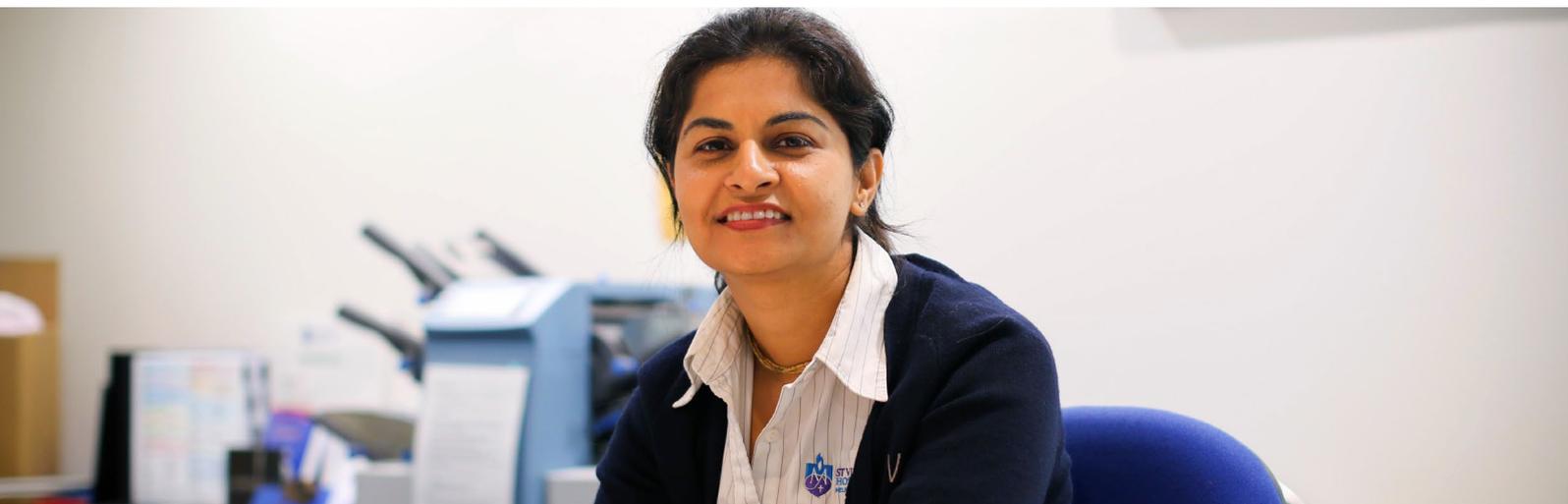
At St Vincent's, a focus on improvement will be both articulated and enacted – the expectation, approval and practical support of attempts to introduce new and improved ways of doing things in the work environment. Investment in lean thinking training and applying this knowledge will build both capability and deliver results for our patients.

SVHM's ambition is to stay ahead of the changing needs of patients by implementing innovative, integrated models of care. These care models will be integrated at all stages along the patient pathway – from early intervention and pre-admission through to post discharge and ongoing care. It will include better integration between specialties working together for improved patient outcomes. From an external perspective, SVHM will work closely with partners (particularly other hospitals and primary care) on this reform agenda.

A particular focus will be investment in ambulatory care, including the introduction of a Victorian-first service model and centre. It is proposed that all procedural and first time medical patients will access a purpose-built 'Rapid Care Centre' to receive either a day stay treatment or a definitive diagnosis and management plan in the most efficient and effective way, taking into account individual patient requirements, advanced clinical practice, clinical research and biotechnology.

The Centre will allow high volume, planned, elective activity to be streamlined by purpose-designed models and protocols. Investment in (lower cost) ambulatory infrastructure will conversely free up the existing inpatient capacity at SVHM to receive and treat more complex patients, including those referred from our metropolitan and regional partners for urgent specialist care.

Through this reform period, SVHM will also continue to invest in streamlining patient flow and experience, systematically improving how we work together to support fast access to specialised safe and quality health care.



STRATEGIC COMMITMENT 5

SVHM will drive advancements in biomedical engineering, pioneering innovations such as re-engineered limbs, muscles, tissues and nerves.

Australians are living longer, creating a new set of challenges for maintaining quality of life. As we age, cancers, trauma and the degeneration of tissues and joints impacts our ability to continue leading independent, productive lives.

In an Australian first, leading researchers are coming together to establish the first biomedical engineering research and education centre on a hospital campus. By co-locating researchers and educators from hospitals, universities and medical research institutes in a purpose-built, collaborative research centre better research outcomes are fast tracked to commercialisation.

Together, with the partners of the proposed Aikenhead Centre for Medical Discovery (ACMD), we have the capabilities, research and clinical expertise to use new materials and stem cell technologies to deliver life-changing opportunities for many patients. Building on current research, some examples of work to be undertaken at ACMD include treating diabetes without insulin injections, controlling epilepsy, re-engineering limbs or developing implants through nanotechnology to encourage damaged nerves to regrow.

While plans progress to build the new, state of the art ACMD at our Fitzroy campus, SVHM and our partners have opened a demonstration space, BioFab3D. More than just a laboratory, this purpose-built facility fosters interaction and meaningful collaborations with the very clinicians who work directly with patients.

Researchers and clinicians will explore the real-time development and production of replacement body parts, which can be surgically implanted into patients. Our vision is that this will eventually lead to real-time printing of 3D implants, while a patient is in surgery.



STRATEGIC COMMITMENT 6

We believe in the dignity of all people and are committed to justice and compassionate care for all.

As a Catholic healthcare provider, SVHM is committed to serving and advocating for people who are poor and vulnerable. We prioritise serving five key groups – patients who are mentally ill, drug and alcohol addicted, homeless, Aboriginal and Torres Strait Islanders and prisoners.

St Vincent's Mental Health provides a range of bed-based and community-based mental health services for the population of the Inner Urban East Area Mental Health Service including the local government areas of Yarra and Boroondara. The program also operates a range of regional and statewide referral services including Consultation and Liaison Psychiatry; Victorian Transcultural Psychiatry Unit; Victorian Dual Disability Service; Northern Nexus and the Dual Diagnosis Statewide Education and Training Unit.

Consolidating our commitment to correctional health, SVHM is contracted to provide Primary Health, Primary Mental Health, At Risk, Admissions and Secondary Health Services to Port Phillip Prison for the next 20 years. We are also part of the Victorian Youth Health and Rehabilitation Service (YHaRS) operated together with YSAS and Caraniche. YHARS provides health services and rehabilitation for Parkville Youth Justice Precinct, Malmsbury Youth Justice Precinct and Secure Welfare as well as rehabilitation for community youth justice teams across Victoria.

YHaRS harnesses the combined expertise and experience of the three organisations to enable a trauma-informed, family-inclusive, therapeutic, holistic and integrated service for children and young people in youth justice settings.

SVHM has a tradition of providing innovative and targeted services for people experiencing homelessness, including the Cottage and Briar terrace. We also continue to partner with community organisations to respond more effectively to homeless people with complex needs who are accessing our services.

Our commitment to Aboriginal health care is long-standing and well-recognised. St Vincent's is the largest provider of metropolitan health services for adult Aboriginal and Torres Strait Islander people in Victoria. The organisational approach to improving care for Aboriginal patients is underpinned by executive leadership, by commitment to positive working relationships between Aboriginal and non-Aboriginal staff and by commitment to collaborative partnerships with Aboriginal and Torres Strait Islander community controlled organisations and peak bodies.

Building on our existing work on integrated responses to the health needs of socially vulnerable populations, SVHM will seek to continue to partner with community and non-government providers of care to this segment of the health population, in ways that enable them to access care and live meaningful lives in the community supported by St Vincent's and our partners.

We will continue our strong relationships with primary health networks to support prevention and early intervention for those at risk, especially those who are most vulnerable in our communities.



MAKING IT HAPPEN

Senior clinicians and other frontline staff have identified a number of enabling factors that will allow SVHM to achieve our strategic commitments.

Facilities and infrastructure

To achieve the forecast growth and innovation in care, SVHM needs to have the facilities and infrastructure to support and enable this work. We will:

- Complete site masterplans for all three key sites (commitments 1-6)
- Pursue the development of a purpose-built Rapid Care Centre at the Fitzroy campus (commitment 4)
- Invest in adequate ambulatory centres on all current and new sites (commitments 1 and 4)
- Invest in satellite clinics to allow non-complex procedures to happen in the community and closer to patient's homes e.g. infusions, endoscopy – this is in-keeping with objectives outlined in the DHHS strategic plan (commitments 1 and 6)
- Conduct feasibility studies to explore the expansion of operating theatres and critical care at SVHM (commitment 1)
- Pursue the integrated redevelopment of the Caritas Christi site in partnership with the Aged Care division (commitments 3 and 6)
- Complete the development of a new 90 bed public aged care facility at St George's and enhance the site to create an innovative hub for sub-acute and aged care to meet growing demand (commitments 1 and 6)

Workforce

A strong workforce is required if SVHM is to deliver its strategic goals and plans. We will:

- Develop the Workforce Development Plan linked to the Clinical Services Plan (commitments 1-6)
- Invest in nursing staff by increasing the number of specialised nursing roles and creating more nurse-led areas of work. Allied health can also take on more leadership by developing more allied health led clinics, etc. (commitments 2, 3, 4 and 6)
- Invest in non-clinical roles e.g. admin support for clinical roles, data collection and analysis (commitments 2, 3, 4 and 4)
- Commit to a stable workforce by investing in more full time clinician roles and reducing the reliance on part-time roles. (commitments 1, 2, 3 and 4)

Research and education

Strong translational research and tertiary level training and education are an integral support to SVHM. Without these, our ability to drive growth and innovation is lost. We will:

- Continue to build on the bioengineering research developed at SVHM and seek ways to translate to commercial opportunities (commitment 5)
- Create registries to track patient outcomes to have meaningful, useful data (commitments 2, 5 and 6)
- Better align medical and nursing education within People and Organisational Development to create an integrated workforce (commitments 1, 2, 3 and 4)
- Improve equity of access to clinical trials and grow the number of clinical trials available at SVHM (commitments 2, 3, 5 and 6)
- Continue progress towards developing an integrated education model incorporating medical, nursing and allied health (commitment 4)

Technology

Integrated, flexible and innovative technology is a key enabler to support the growth and strategic direction of SVHM and enVision2025. We will:

- Utilise telehealth services so that SVHM is uniquely positioned to improve access, equity and experience for patients in the outer-metropolitan area and regional Victoria (commitments 1, 2, 3 and 6)
- Improve IT infrastructure to allow the organisation to utilise opportunities as they arise, this also supports SVHM to be more flexible, adaptive and provides more coordination. e.g. telehealth, wifi, e-records, electronic ordering, NDIS opportunities (commitment 1)

Networks and partnerships

Our research, education, service delivery and referral partnerships will be key to SVHM's ability to grow, while continuing to drive advancements in treatment and improving access to excellent, patient-centred care. We will:

- Strengthen links between primary, secondary and tertiary care – partner more with primary and community settings to move the management and care of patients into the community for those safely able to (commitment 1)
- Strengthen relationships with our metro and regional partners encouraging more collaboration (commitments 1 and 6)

Other

- Enable resources to be more responsive to patient needs and allow the inpatient services to better manage emergency vs elective patients (commitments 1 and 4)
- Centralised management of shared resources e.g. fleet cars, meeting rooms, technology (commitment 1)



NEXT STEPS

The fundamental values underpinning SVHM's Mission, our commitment to serving the poor and vulnerable, and the pursuit of excellence in meeting the needs of our consumers will remain at the core of everything we do.

This strategic service plan describes how SVHM will respond to the needs of our community, the political context and the over-arching mission and strategy of SVHA to guide our service development over the coming decade.

SVHM will engage with the Department of Health and Human Services, our external partners and the private and aged care divisions of SVHA to drive forward our service commitments, always striving to provide the very best care and experience for our patients.

